

Job Stress, Organizational Culture, and Job Satisfaction of Civil Servants at the Rambung Binjai Community Health Center

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Abstract:

Civil servant job satisfaction in healthcare facilities is influenced by various factors, including job demands and organizational environmental conditions. High job stress can reduce positive work experiences, while a supportive organizational culture can create a more conducive work environment. This study aims to analyze the influence of job stress and organizational culture on civil servant job satisfaction at the Rambung Binjai Community Health Center. The study used a quantitative approach with an explanatory design. The study population consisted of 60 civil servants and all were sampled through a total sampling technique. Data were collected using a questionnaire with five response alternatives and analyzed using multiple linear regression with the help of SPSS Version 26.1. The results showed that job stress had a negative and significant effect on job satisfaction, with a regression coefficient of -0.42 and $p = 0.002$. Conversely, organizational culture had a positive and significant effect on job satisfaction, with a regression coefficient of 0.51 and $p < 0.001$. The research model has an R^2 value of 0.60, indicating that job stress and organizational culture together can explain 60% of the variation in job satisfaction. These findings suggest that improving civil servant job satisfaction requires managing job demands, particularly workload and time pressure, and strengthening an organizational culture that supports collaboration, communication, and support among employees. This research implies that managing job satisfaction in healthcare organizations requires attention to the balance between job demands and organizational resources.

Keywords: civil service; community health center; job satisfaction; job stress; organizational culture.

INTRODUCTION

Civil servants (ASN) working in healthcare facilities play a crucial role in ensuring the continuous delivery of public services. In the context of community health centers (Puskesmas), service demands, administrative requirements, interprofessional coordination, and direct interaction with the public can shape diverse work experiences. These conditions make it crucial to consider the psychological and organizational aspects of employees, one of which is job satisfaction. Job satisfaction is an individual's evaluation or feelings about their work, formed from an assessment of various job characteristics (Robbins & Coulter, 2016). In healthcare

organizations, job satisfaction is crucial because employee work experiences are not only related to individual well-being but also can be related to work attitudes and behaviors, as well as the quality of service delivery.

Job satisfaction is not only related to the job itself, but also encompasses perceptions of superiors, coworkers, compensation, development opportunities, and organizational conditions. Robbins and Judge explain that job satisfaction is a positive feeling about work resulting from an evaluation of job characteristics (Robbins & Judge, 2017). Thus, job satisfaction is a construct related to an individual's assessment of the overall work experience. In the context of healthcare, job satisfaction is also an important aspect because job characteristics that require intensive interaction, service responsibility, and coordination can influence employees' experiences and assessments of their work. Research by Tzeng et al., for example, shows that the strength of organizational culture is positively related to nurse job satisfaction, which in turn is related to perceptions of service quality (Tzeng et al., 2002).

In a study at the Rambung Binjai Community Health Center, research data showed that job satisfaction was at a moderate level. Relatively better aspects were relationships with coworkers, while salary or compensation and promotion opportunities received lower scores. At the same time, job stress showed a moderate to high trend, particularly in workload and time pressure. This picture indicates a condition that requires further study because high job demands can be a source of stress for employees, while limited job resources can affect the overall work experience. From the Job Demands-Resources (JD-R) perspective, job demands such as workload and time pressure require continuous physical and psychological effort, while job resources such as social support, autonomy, and participation can help employees cope with these demands (Bakker & Demerouti, 2017; Demerouti et al., 2001).

Job stress is understood as a state of tension that arises when individuals face job demands that are perceived to exceed their available resources or abilities to cope. Workload, time pressure, role conflict, role ambiguity, and lack of support can be sources of demands that increase psychological distress at work. The JD-R perspective explains that high job demands are consistently associated with the process of burnout, while job resources play a role in maintaining worker motivation and well-being (Bakker & Demerouti, 2017; Demerouti et al., 2001). Demerouti et al.'s research on nursing staff also shows that job demands, including demanding contact with patients and time pressure, are associated with burnout, while job resources are related to individual engagement in work (Demerouti et al., 2001). Thus, when job demands increase without adequate resources, positive work experiences have the potential to decline and ultimately be reflected in lower levels of job satisfaction.

In addition to work stress, organizational culture is an important contextual factor in shaping employees' experiences in the workplace. Organizational culture encompasses the values, beliefs, norms, and behavioral patterns that develop and are shared by members of an organization. One widely used framework for understanding organizational culture is the Competing Values Framework (CVF), developed from Quinn's thinking and later expanded by Cameron and Quinn. This framework identifies four main types of culture: clan, adhocracy, market, and hierarchy, which are distinguished by their internal-external orientation and organizational flexibility-stability (Cameron & Quinn, 1999). Clan culture, for example, emphasizes cooperation, participation, involvement, trust, and support, while hierarchy culture emphasizes structure, procedures, stability, and control.

In public service organizations, these cultural characteristics can influence how employees perceive their work, interact with colleagues and leaders, and respond to organizational demands. A culture that fosters collaboration, communication, support, and engagement can create a work environment more conducive to positive work experiences. Conversely, a culture that overemphasizes control, procedures, or target achievement without balanced support can potentially exacerbate employee stress. Empirical findings in healthcare organizations also demonstrate the importance of organizational culture to job satisfaction. Tzeng et al. found that the strength of organizational culture positively predicted nurses' job satisfaction. Another study of healthcare workers at the Dlanggu Community Health Center also demonstrated a relationship between organizational culture and healthcare worker job satisfaction (Tzeng et al., 2002).

The relationship between job stress and job satisfaction has also been a focus of research in organizations and healthcare. Job stress arising from high job demands can reduce psychological energy, increase fatigue, and diminish an individual's positive experience of their work. Conversely, a work environment that provides adequate resources and support can help individuals cope with job demands more effectively (Bakker & Demerouti, 2017). Research on healthcare workers indicates that job stress and job satisfaction are interrelated aspects of healthcare workers' work experiences, particularly in high-demand work environments.

Although numerous studies have been conducted on job stress, organizational culture, and job satisfaction, research specifically examining these two factors simultaneously among civil servants at the Rambung Binjai Community Health Center has not been described in previous studies that form the basis of this study. Most previous studies were conducted on nurses, hospital health workers, or public organizations with different organizational characteristics. Therefore, research on civil servants at the Rambung Binjai Community Health Center is relevant for broadening the understanding of individual and organizational factors related to job satisfaction in the context of primary health care. This study specifically integrates job stress as a factor representing job demands and organizational culture as an organizational contextual factor in explaining variations in civil servant job satisfaction. Job satisfaction is a crucial aspect of organizational sustainability, particularly in public service organizations such as Community Health Centers. Employees with a high level of job satisfaction tend to be able to carry out their duties and responsibilities more positively because they have a positive assessment of their work, work environment, and relationships formed within the organization. Conversely, stressful work conditions and a less supportive organizational environment can affect employees' assessments of their work. Therefore, the job satisfaction of ASN at the Rambung Binjai Community Health Center needs to be understood by paying attention to various factors that have the potential to influence it, especially work stress and organizational culture.

This study aims to analyze the influence of job stress and organizational culture on job satisfaction among civil servants at the Rambung Binjai Community Health Center. This focus is based on the idea that employees' work experiences are determined not only by the characteristics of the tasks they face, but also by the organizational environment in which they work. This study has three main hypotheses. The first hypothesis states that job stress negatively influences job satisfaction. The second hypothesis states that organizational culture positively influences job satisfaction. Meanwhile, the third hypothesis assumes that job stress and organizational culture simultaneously influence job satisfaction among civil servants at the Rambung Binjai Community Health Center. Job stress is essentially a psychological condition that can arise when the demands of a person's work are not commensurate with the resources they have to meet those demands. Job stress is not solely related to the amount of work that must be completed. This condition can also arise due to time pressure, role conflict, unclear tasks and responsibilities, interpersonal relationship demands, and the state of the work environment. Robbins and Judge explain that stress is a dynamic condition that occurs when someone faces an opportunity, demand, or resource that is considered important, but the outcome of the situation is uncertain (Robbins & Judge, 2017). In the work context, these various demands can influence both the psychological state and behavior of employees.

To explain work stress more systematically, this study uses the Job Demands-Resources (JD-R) Model perspective developed by Demerouti et al. The model divides job characteristics into two main groups: job demands and job resources. Job demands refer to various aspects of work that require continuous physical and psychological effort. These can take the form of workload, time pressure, emotional demands, and role conflict. Meanwhile, job resources are various aspects of work that can help employees achieve work goals, reduce job demands, and support individual development and motivation. In developing the JD-R theory, Bakker and Demerouti explained that high job demands can result in a process of health impairment. This process is characterized by the emergence of fatigue and decreased well-being when job demands are not accompanied by adequate resources (Bakker & Demerouti, 2017; Demerouti et al., 2001). Conversely, the presence of job resources can encourage motivation, engagement, and a more positive psychological state. This perspective is relevant to the conditions of ASN working in Community Health Centers because health service work requires employees to carry out service tasks, administrative work, coordination with other parties, and direct interaction with the community.

In this study, job stress is understood as a condition that reflects the pressure experienced by civil servants (ASN) when carrying out their work. Workload and time pressure are important because both aspects can drain employees' physical and psychological energy. Demerouti et al.'s findings on nursing staff indicate that job demands are associated with fatigue, while job resources can help increase individual engagement in work. Based on this understanding, the greater the job demands faced and the more limited the resources available to address them, the greater the likelihood of employees experiencing negative work experiences (Demerouti et al., 2001). In addition to job stress, organizational culture is another factor considered important in shaping job satisfaction. Organizational culture can be understood as a set of values, beliefs, norms, and behavioral patterns that are developed and understood collectively by members of an organization. Culture provides a framework for employees to understand the environment in which they work, determine behaviors deemed appropriate, and

build relationships with other members of the organization. Schein and Schein view organizational culture as a pattern of basic assumptions discovered, developed, or learned by a group when facing issues of external adaptation and internal integration. These assumptions are then passed on to new members as the perceived correct way to understand and respond to various organizational issues.

One approach that can be used to understand the characteristics of organizational culture is the Competing Values Framework (CVF) developed by Cameron and Quinn. This framework divides organizational culture into four main types: clan, adhocracy, market, and hierarchy. Clan culture emphasizes cooperation, participation, involvement, and interpersonal relationships. Adhocracy culture is oriented towards flexibility, innovation, creativity, and the organization's ability to adapt. Market culture emphasizes goal achievement, productivity, and results. Meanwhile, hierarchy culture emphasizes stability, procedures, coordination, and control. These four cultural characteristics are relevant in healthcare organizations (Quinn & Rohrbaugh, 1983). Work in a community health center requires coordination between employees, effective communication, cooperation, and adherence to various service procedures. An organizational culture that allows for cooperation and involvement can help create an environment that allows employees to gain social support and develop a sense of belonging to the organization. Such conditions have the potential to result in a more positive work experience. Conversely, an organizational environment that overemphasizes control or target achievement without adequate support can create a less enjoyable work experience for employees.

The relationship between organizational culture and job satisfaction is also supported by previous research. Tzeng et al. showed that the strength of organizational culture has a positive relationship with nurses' job satisfaction. This finding indicates that organizational cultural characteristics can be a factor influencing how employees evaluate their jobs. Harianto et al.'s research on healthcare workers at the Dlanggu Community Health Center also demonstrated a relationship between organizational culture and job satisfaction (Tzeng et al., 2002). Thus, organizational culture can be viewed not only as a structural characteristic of the organization but also as a link to employees' psychological experiences while performing their work. Job satisfaction itself is an individual's evaluation of their job and its various aspects. Robbins and Judge define job satisfaction as a positive feeling toward work formed through an individual's evaluation of its characteristics. This means that job satisfaction is not only related to whether someone likes their job but is also influenced by various aspects that accompany the job. Compensation, opportunities for promotion, relationships with coworkers, relationships with superiors, and the work environment are some aspects that can influence employees' assessments of their jobs.

Job satisfaction can be viewed as an employee's subjective assessment of their work experiences. When work experiences align with individual expectations and needs, satisfaction is more likely. Conversely, if there is a mismatch between job demands and the conditions employees experience, job evaluations can become more negative. In healthcare organizations, job satisfaction is crucial because employees interact directly with the public and are required to provide continuous service. Spector explains that job satisfaction is an attitude that reflects the extent to which an individual likes or dislikes their job. This concept demonstrates that job satisfaction is multidimensional because it can be shaped by various aspects of the job, including compensation, promotions, supervision, relationships with coworkers, and the characteristics of the job itself. Theoretically, job stress is thought to have a negative relationship with job satisfaction. As job demands increase, employees require greater physical and psychological energy to complete their work. If this situation persists and is not balanced by adequate job resources, employees are likely to experience burnout and decreased well-being. These conditions can ultimately affect how employees evaluate their jobs. From the JD-R perspective, high job demands can trigger burnout or health impairment, while the availability of job resources can help maintain employee motivation and well-being. Therefore, civil servants who face high workloads, time pressures, or other job demands without adequate support are likely to have more negative job evaluations.

Demerouti et al.'s research on nursing staff showed that job demands are related to fatigue, while job resources are related to work engagement. This relationship becomes even more relevant in the context of healthcare because service work carries significant interpersonal and emotional demands. Based on this theoretical foundation and the results of previous research, this study formulates the first hypothesis, namely: H1: Work stress has a negative effect on ASN job satisfaction at the Rambung Binjai Community Health Center. On the other hand, organizational culture is theoretically thought to have a positive influence on job satisfaction. Organizational culture provides a context for employees to carry out their tasks and interact with other members of the organization. A culture that prioritizes cooperation, support, communication, involvement, and good interpersonal relationships can create a more conducive work environment. Such an environment can help

employees have a more positive work experience (Demerouti et al., 2001). Conversely, a culture that fails to support employee needs has the potential to lead to less enjoyable work experiences.

From the perspective of the Competing Values Framework, a clan culture that emphasizes interpersonal relationships, cooperation, participation, and a sense of belonging can conceptually support the formation of positive work experiences. Meanwhile, a hierarchical culture also plays an important role in healthcare organizations because clear structures and procedures can provide certainty in carrying out tasks. Therefore, the influence of organizational culture on job satisfaction needs to be seen in terms of how these cultural values and practices are actually implemented in employees' daily experiences. A culture perceived positively by employees is expected to increase the likelihood of positive job evaluations. Based on theoretical arguments and previous research results, the second hypothesis is formulated as H2: Organizational culture has a positive influence on ASN job satisfaction at the Rambung Binjai Community Health Center. This hypothesis suggests that the more positive an employee's perceived organizational culture, the greater their likelihood of job satisfaction. In this context, organizational culture is not simply a set of formal rules, but also encompasses values, interaction patterns, support, communication, collaboration, and employee experiences in carrying out organizational activities.

Furthermore, job satisfaction cannot be viewed as the result of a single factor. Job satisfaction can be formed through the relationship between job characteristics and the organizational environment. Job stress describes the demands employees face in carrying out their work, while organizational culture describes the context of values and practices that shape employee experiences. Therefore, these two variables together can be used to explain variations in ASN job satisfaction. The JD-R perspective provides the basis for the notion that job demands can produce negative consequences when not balanced with adequate job resources. In this context, organizational culture can be understood as part of the organizational environment that influences how employees experience and respond to job demands. A culture that supports collaboration, communication, engagement, and support can help create a more conducive work environment. At the same time, high job demands can be a source of stress that diminishes positive employee experiences. Therefore, the existence of these two factors needs to be analyzed simultaneously to gain a more comprehensive understanding of ASN job satisfaction.

Based on the overall description, this study positions job stress and organizational culture as two predictors that together are thought to explain variations in ASN job satisfaction at the Rambung Binjai Community Health Center. Simultaneous testing is needed to determine whether these two factors jointly contribute to changes or variations in employee job satisfaction. Thus, the study not only examines the influence of job stress individually and organizational culture individually, but also examines how both are simultaneously related to ASN job satisfaction. Based on the theoretical foundation and the results of previous research, the third hypothesis is formulated as H3: Work stress and organizational culture simultaneously influence the job satisfaction of ASN at the Rambung Binjai Community Health Center. These three hypotheses then serve as the empirical basis for testing the relationships between variables in the study. Thus, this study is expected to provide insight into how job stress and organizational culture characteristics relate to civil servants' evaluations of their work at the Rambung Binjai Community Health Center.

METHOD

This study uses a quantitative approach with an explanatory/associative design that aims to examine the effect of work stress (X1) and organizational culture (X2) on job satisfaction (Y). The quantitative approach is used to examine the relationship between variables through numerical measurements and statistical analysis, while the explanatory design is used to explain the relationship or influence between the independent variable and the dependent variable (Sugiyono, 2013). The study was conducted at the Rambung Binjai Community Health Center from January to June 2026. The study population consisted of 60 State Civil Apparatus (ASN). Because the population size was relatively limited, all members of the population were used as research respondents using a total sampling technique. The total sampling technique is a sampling technique by using all members of the population as research samples when the population size is relatively limited and allows for research as a whole. Thus, the number of samples in this study was 60 ASN.

The research data is primary data obtained through the distribution of questionnaires to respondents. The questionnaire used five response alternatives. The use of questionnaires as a data collection instrument allows researchers to systematically obtain data regarding respondents' perceptions, attitudes, and assessments of the variables studied (Sugiyono, 2020). The research instrument consists of three variables: job satisfaction (Y), job

stress (X1), and organizational culture (X2). In the initial stage of data collection, the job satisfaction instrument consisted of 25 items, job stress consisted of 25 items, and organizational culture consisted of 20 items. Next, the validity and reliability of the instruments were tested before being used in the research analysis. Instrument testing is necessary to ensure that the measuring instrument is capable of producing valid and consistent data in accordance with the construct being measured (Ghozali, 2021).

Table 1. Distribution of Item Validity and Instrument Reliability

Variables	Basis of measurement in research	Item awal	Item valid	Cronbach's Alpha
Job satisfaction (Y)	Job, boss, coworkers, compensation, and promotion/development and general satisfaction	25	23	0,82
Job stress (X1)	Workload, time pressure, role conflict/ambiguity, social support, fatigue, work conflict, <i>work-life balance</i> , control, psychological reactions, and work environment	25	22	0,79
Organizational culture (X2)	<i>Clan, adhocracy, market, And hierarchy</i>	20	18	0,84

Source: Statistical analysis using SPSS Version 26.1 (2026).

Instrument validity testing was conducted using the Pearson Product-Moment correlation between the score of each item and the total score. Validity testing is used to determine the extent to which an instrument is able to measure the construct it is supposed to measure (Ghozali, 2021). An item is declared valid if the item-total correlation value meets the predetermined criteria. With 60 respondents and a significance level of 5%, the *r* value used was 0.254. Based on the test results, of the 25 job satisfaction items, 23 were valid, of the 25 job stress items, 22 were valid, and of the 20 organizational culture items, 18 were valid. Reliability testing was conducted using Cronbach's Alpha to measure the internal consistency of the instrument. Cronbach's Alpha is one measure used to assess internal consistency between items within a construct. The test results showed that the Cronbach's Alpha value for the job satisfaction variable was 0.82, work stress was 0.79, and organizational culture was 0.84. This value indicates that the three instruments have adequate internal consistency so they can be used in further analysis.

Prior to conducting multiple linear regression analysis, this study tested regression assumptions, including residual normality and multicollinearity. Assumption testing is necessary to ensure that the regression model meets statistical requirements so that the regression coefficients can be interpreted correctly. A normality test is conducted to determine whether the residuals in the regression model have a normal distribution. The normality examined in regression analysis is the distribution of the model's residuals, not solely the distribution of each research variable (Ghozali, 2021). Based on the test results, the residuals in this study were declared normally distributed. Furthermore, a multicollinearity test was conducted to determine whether there was a high correlation between the independent variables in the regression model. According to Ghozali, indications of multicollinearity can be seen through the tolerance value and Variance Inflation Factor (VIF). A model is declared free of multicollinearity if the tolerance value is >0.10 and the VIF is <10. Based on these criteria, the regression model in this study is declared free of multicollinearity.

Data analysis used multiple linear regression to test the effect of job stress (X1) and organizational culture (X2) on job satisfaction (Y), both partially and simultaneously. Multiple linear regression is used when research involves one dependent variable and more than one independent variable to estimate the linear relationship between these variables (Creswell, 2016). The multiple linear regression model used in this study is formulated as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Information:

Y = Job satisfaction

a = Constant

b_1 = Regression coefficient of job stress

b_2 = Organizational culture regression coefficient

X_1 = Work stress

X_2 = Organizational culture

e = Error

Hypothesis testing was conducted at a significance level of 5% ($\alpha = 0.05$). The partial effect of each independent variable on the dependent variable was tested using the t-test, while the simultaneous effect of both independent variables was tested using the F-test. The t-test was used to test the significance of the regression coefficients individually, while the F-test was used to test the significance of the regression model together (Creswell, 2016; Miles et al., 2014). The magnitude of the independent variable's ability to explain the variation of the dependent variable was seen through the coefficient of determination (R^2). All statistical analyses were conducted using SPSS Version 26.1.

RESULTS AND DISCUSSION

Respondent Characteristics

A total of 60 civil servants (ASN) participated in this study. Respondent characteristics included gender, age, length of service, education, and unit/position. The distribution of respondent characteristics is presented in Table 2.

Table 2. Respondent Characteristics

Characteristics	Category	n	%
Gender	Man	20	33,3
	Woman	40	66,7
Age	20–29 years	12	20,0
	30–39 years	25	41,7
	40–49 years	18	30,0
	≥50 years	5	8,3
Working hours	<5 years	15	25,0
	5–10 years	28	46,7
	>10 years	17	28,3
Education	SMA/D3	18	30,0
	S1	33	55,0
	S2	9	15,0
Unit/department	Doctor	8	13,3
	Nurse	18	30,0
	Midwife	15	25,0
	Administration	11	18,3
	Nutrition/Labor	8	13,3

Source: Statistical analysis using SPSS Version 26.1 (2026).

Based on Table 2, the majority of respondents were female, namely 40 people (66.7%), while men numbered 20 people (33.3%). Based on age, the largest group of respondents were in the 30–39 year range, amounting to 25 people (41.7%), followed by the 40–49 year age group, amounting to 18 people (30.0%). Based on length of service, the majority of respondents had a work period of 5–10 years, namely 28 people (46.7%). In terms of education, the most respondents had a bachelor's degree, namely 33 people (55.0%). Based on unit/position, the largest group were nurses, amounting to 18 people (30.0%), followed by midwives, amounting to 15 people (25.0%), administration, amounting to 11 people (18.3%), and doctors and nutrition/laboratory, each amounting to 8 people (13.3%).

Variable descriptions are used to provide an overview of the trend in scores for each aspect of job satisfaction, job stress, and organizational culture. The results of the descriptive analysis are presented in Table 3.

Table 3. Distribution of Average Scores of Research Variables

Variables/Aspects	Rate-rate	Category
Job satisfaction – the job itself	3,8	Enough
Job satisfaction – salary/compensation	3,2	Not enough
Job satisfaction – promotion opportunities	3,1	Not enough
Job satisfaction – relationship with superiors	3,4	Currently
Job satisfaction – relationships with coworkers	4,0	High
Job stress – workload	4,1	High

Work stress – time pressure	3,9	High
Job stress – role conflict	3,5	Currently
Work stress – social support	3,2	Low
Job stress – physical/mental condition	3,7	Medium–high
Organizational culture – innovation/risk	3,3	Currently
Organizational culture – attention to detail	3,6	Currently
Organizational culture – results orientation	3,8	Pretty good
Organizational culture – people orientation	3,4	Currently
Organizational culture – team orientation	4,0	Good
Organizational culture – stability	3,5	Currently

Source: Statistical analysis using SPSS Version 26.1 (2026).

The descriptive analysis results show that job satisfaction aspects have varying assessments between indicators. The highest average score was found for relationships with coworkers (4.0), while the lowest score was found for promotion opportunities (3.1). This finding indicates that interpersonal relationships among employees are perceived relatively more positively than aspects of rewards and career development opportunities. For the work stress variable, the highest score was found for the workload aspect (4.1), followed by time pressure (3.9). Meanwhile, social support obtained an average score of 3.2 and was categorized as low based on the categorization criteria used in the study. This pattern indicates that the most prominent sources of stress in this study were related to job demands and time constraints. For the organizational culture variable, the highest score was found for team orientation (4.0), while the lowest score was found for innovation/risk (3.3). These results indicate that cultural characteristics related to teamwork are relatively stronger than orientations toward innovation and risk taking.

Validity testing was conducted to determine the ability of each item to measure the construct under study, while reliability testing was used to assess the internal consistency of the instrument. The results of the instrument testing showed that not all items on the three scales met the established validity criteria. On the job satisfaction scale, 23 of the 25 items were declared valid and 2 items were dropped. On the work stress scale, 22 of the 25 items were declared valid and 3 items were dropped. Meanwhile, on the organizational culture scale, 18 of the 20 items were declared valid and 2 items were dropped. The dropped items were not used in further analysis.

Table 4. Validity and Reliability Test Results

Variables	Item awal	Valid	Fall	Cronbach's Alpha
Job satisfaction	25	23	2	0,82
Work stress	25	22	3	0,79
Organizational culture	20	18	2	0,84

Source: Statistical analysis using SPSS Version 26.1 (2026).

The reliability test results showed a Cronbach's Alpha value of 0.82 for job satisfaction, 0.79 for job stress, and 0.84 for organizational culture. Based on the reliability criteria used, these values indicate that the three instruments have adequate internal consistency (Ghozali, 2021). Thus, the items declared valid can be used for further analysis. Multiple linear regression analysis was used to determine the effect of job stress and organizational culture on job satisfaction. The analysis results showed that job stress had a negative regression coefficient of -0.42 with a t-value = -3.25 and $p = 0.002$. These results indicate that job stress has a negative and significant effect on job satisfaction. Thus, an increase in job stress tends to be followed by a decrease in job satisfaction. Conversely, organizational culture has a positive regression coefficient of 0.51 with a t-value = 4.10 and $p < 0.001$. These results indicate that organizational culture has a positive and significant effect on job satisfaction. Thus, the more positive the organizational culture perceived by respondents, the higher the tendency for job satisfaction.

Table 5. Results of Multiple Linear Regression Analysis

Predictor	Regression coefficient (B)	t	p	Directions
Permanent	2,10	–	–	–
Job stress (X1)	-0,42	-3,25	0,002	Negative
Organizational culture (X2)	0,51	4,10	<0,001	Positive

Source: Statistical analysis using SPSS Version 26.1 (2026).

Table 6. Regression Model Statistics

Model statistics	Mark
F	15,80
R ²	0,60

Source: Statistical analysis using SPSS Version 26.1 (2026).

Based on the regression coefficients obtained, the regression equation in this study is:

$$Y = 2,10 - 0,42X_1 + 0,51X_2 + e$$

The job stress regression coefficient of -0.42 indicates that every one-unit increase in job stress, assuming a constant organizational culture, is followed by a decrease in job satisfaction of 0.42 units. Conversely, the organizational culture regression coefficient of 0.51 indicates that every one-unit increase in organizational culture, assuming a constant job stress, is followed by a 0.51-unit increase in job satisfaction. The R² value of 0.60 indicates that 60% of the variation in job satisfaction in the model can be explained jointly by job stress and organizational culture, while the remaining 40% of the variation is explained by other factors not included in the research model. Based on the results of the partial test, the first hypothesis stating that job stress has a negative effect on job satisfaction is accepted, while the second hypothesis stating that organizational culture has a positive effect on job satisfaction is accepted. The third hypothesis testing is carried out based on the significance of the F test in the regression model.

The Influence of Job Stress on Job Satisfaction

The results of the study indicate that job stress has a negative and significant effect on job satisfaction of civil servants at the Rambung Binjai Community Health Center. A regression coefficient of -0.42 indicates that increased job stress is followed by decreased job satisfaction when the organizational culture variable is controlled. This finding supports the first hypothesis and indicates that job stress is one of the factors associated with low positive evaluations of civil servants towards their work. This finding can be understood from the characteristics of job demands found in the study. The results of the descriptive analysis show that workload obtained the highest average score on the job stress variable (4.1), followed by time pressure (3.9). This condition indicates that the most prominent source of stress does not solely originate from individual employee characteristics, but also from the job demands that must be met in the health care environment. Civil servants at the Community Health Center work in situations that require the completion of service tasks, administration, coordination, and response to community needs within a relatively limited time. This finding is in line with the Job Demands-Resources (JD-R) Model developed by (Demerouti et al., 2001).

The model explains that job demands (*job demands*) such as workload, time pressure, emotional demands, and role conflict require continuous physical and psychological effort. If these demands are high and not balanced by job resources (*job resources*) adequate, the process can occur *health impairment* which impacts fatigue and decreased worker well-being. Bakker and Demerouti further explain that the balance between job demands and resources is crucial in determining an individual's psychological and motivational experiences at work (Bakker & Demerouti, 2017; Demerouti et al., 2001). In the context of this study, high workloads and time pressure can be understood as demands that drain employees' energy. As the energy expended to meet job demands increases, employees' psychological space for positive work experiences can become more limited. This condition can ultimately be reflected in lower ratings of job satisfaction. In other words, job satisfaction is determined not only by whether employees enjoy their jobs, but also by whether working conditions allow them to carry out their work without excessive stress. The findings of this study are also consistent with empirical research on healthcare workers.

Kaihlansen et al. (2023), through a study of home care nurses, demonstrated that characteristics of job demands and job resources are associated with stress and job satisfaction. Workload and interruptions were found to be linked to stress levels, while working conditions and available resources played a crucial role in explaining the work experiences of healthcare professionals. Research by Villiger and Hämmig (2023) involving 1,840 hospital workers similarly showed that job demands and job resources are related to workplace well-being (Kaihlansen et al., 2023; Villiger & Hämmig, 2023). In this study, good leadership was a relevant resource for job satisfaction, while work-life imbalance was one of the demands that negatively impacted work well-being. These results demonstrate that managing ASN job satisfaction is not sufficient through an individual approach, for example, asking employees to improve their ability to cope with stress. Organizations also need to manage

sources of stress at the job level. Structuring workload distribution, managing time pressure, providing leadership support, and increasing control and autonomy in carrying out work can be part of a strategy to mitigate the impact of job demands. Research findings on healthcare workers also indicate that job resources such as social support, working conditions, and feedback are positively related to job satisfaction, while certain demands can have negative consequences for the work experience (Huang et al., 2022). Thus, the negative impact of work stress on job satisfaction in this study indicates that the issue of job satisfaction among civil servants (ASN) at the Rambung Binjai Community Health Center (Puskesmas) needs to be viewed as a matter of job design and organizational resource management, rather than solely as a question of individual ability to manage pressure.

The Influence of Organizational Culture on Job Satisfaction

The research results indicate that organizational culture has a positive and significant effect on the job satisfaction of civil servants (ASN) at the Rambung Binjai Community Health Center (Puskesmas). A regression coefficient of 0.51 shows that the more positive the perception of organizational culture, the higher the level of job satisfaction, after accounting for the influence of work stress. These findings support the second hypothesis.

The descriptive results provide important context for understanding these findings. The "team orientation" aspect achieved a relatively high average score of 4.0, emerging as one of the most prominent characteristics of the organizational culture. This aligns with the nature of *Puskesmas* (Community Health Centers) as healthcare organizations requiring inter-professional coordination. Service delivery to the community is not an individual effort but involves doctors, nurses, midwives, administrative staff, and other health professionals. Consequently, a culture that fosters cooperation and coordination can create a more conducive work environment for employees. These findings can be explained through the Competing Values Framework (CVF) developed by Cameron and Quinn; within this framework, a "clan culture" is characterized by cooperation, participation, engagement, trust, and a sense of belonging (Quinn & Rohrbaugh, 1983). These characteristics are relevant to the research findings, as the team orientation received a relatively high score. A culture that fosters positive interaction and cooperation can make employees feel supported by their social work environment, thereby leading to a more positive work experience.

Empirically, the results of this study align with research by Tzeng et al., who found that the strength of organizational culture positively predicts nurses' job satisfaction. That research demonstrates that organizational culture is not merely a structural characteristic of an organization but can serve as a factor shaping employees' evaluations of their work. These findings are also particularly relevant to healthcare organizations (Tzeng et al., 2002). In healthcare work environments, service success relies heavily on coordination and interaction among organizational members. Consequently, a culture that fosters cooperation can provide social resources that help employees cope with job demands. This aligns with findings by Villiger and Hämmig, who noted that workplace social support is a relevant resource for satisfaction with work relationships, while effective leadership serves as a crucial resource for job satisfaction (Villiger & Hämmig, 2023). Thus, the positive influence of organizational culture on job satisfaction in this study can be understood not merely as a consequence of organizational rules or values, but also as a result of employees' social experiences within the organization. When employees perceive cooperation, communication, support, and a sense of belonging, they tend to evaluate their work more positively. Conversely, a culture that fails to foster communication and participation can make job demands feel more burdensome. Consequently, strengthening the organizational culture at Puskesmas Rambung Binjai does not necessarily require major structural changes. Enhancing two-way communication, inter-professional coordination, employee involvement in work-related decision-making, recognition of employee contributions, and the development of teamwork can serve as practical strategies to reinforce a positive work experience.

The Simultaneous Influence of Job Stress and Organizational Culture on Job Satisfaction

The analysis results show that job stress and organizational culture together explain 60% of the variation in job satisfaction. The R^2 value of 0.60 indicates that both variables have a substantial contribution in explaining the variation in ASN job satisfaction in the research model. However, this value does not mean that 60% of ASN job satisfaction is entirely determined by job stress and organizational culture. The remaining 40% of the variation is outside the model and may be related to other factors not examined. Conceptually, these results indicate that ASN job satisfaction can be understood through a combination of job demands and Organizational context. Job stress describes the demands faced by employees, while organizational culture describes the social environment and organizational values that shape employee experiences. The JD-R approach provides the basis that the

consequences of job demands cannot be separated from the availability of job resources (Bakker & Demerouti, 2017; Demerouti et al., 2001).

In the context of this study, high workload and time pressure can act as factors that diminish job satisfaction, whereas a relatively strong team orientation can serve as a social resource that helps foster a more positive work experience. Thus, these two variables function not merely as independent predictors but also illustrate two facets of the civil servant work environment: the magnitude of the demands faced and the nature of the organizational environment provided to address those demands. Research in the healthcare sector also underscores the importance of examining demands and resources concurrently; studies on job demand and resource profiles among healthcare workers indicate that the combined patterns of demands and resources are linked to well-being and job satisfaction (Marzocchi et al., 2023). Other research on healthcare workers also indicates that social support, working conditions, and feedback can contribute to job satisfaction, whereas emotional demands and work-family conflict may be negatively associated with it. Consequently, the R^2 value of 0.60 implies that efforts to enhance the job satisfaction of civil servants (ASN) at the Rambung Binjai Community Health Center (Puskesmas) should be pursued through an integrated organizational approach. Reducing disproportionate workloads needs to go hand-in-hand with strengthening social support, communication, leadership, and teamwork. This approach aligns better with the JD-R framework than one that focuses solely on individual stress-coping capabilities.

The research findings indicate that the job satisfaction of civil servants (ASN) at the Rambung Binjai Community Health Center (Puskesmas) is influenced by two primary factors analyzed: work stress and organizational culture. Multiple linear regression analysis reveals that work stress has a significant negative impact on job satisfaction, whereas organizational culture has a significant positive impact. Collectively, these two variables account for 60% of the variation in civil servant job satisfaction. These results demonstrate that employee job satisfaction is not merely a matter of how individuals perceive their work; it is also shaped by job demands and the organizational environment in which employees perform their duties. Respondent characteristics provide important context for interpreting the findings. The study involved 60 civil servants, comprising 66.7% women and 33.3% men. The largest age group fell within the 30–39 range (41.7%), while the largest group in terms of tenure had 5–10 years of service (46.7%). Regarding education, the majority of respondents held a bachelor's degree (55%), and in terms of job roles, the largest group consisted of nurses (30%), followed by midwives (25%). This composition indicates that while the respondents came from diverse healthcare service backgrounds, the majority belonged to the workforce directly involved in delivering services to the community.

The descriptive results revealed an interesting pattern across each variable. For job satisfaction, the highest score was found in relationships with coworkers, with an average of 4.0, while the lowest score was found in promotion opportunities, with an average of 3.1. This pattern suggests that social relationships in the workplace are perceived more positively than career development. In other words, employees experience relatively good interpersonal experiences, but there is still room for improvement in opportunities for growth within the organization. For the job stress variable, workload scored the highest at 4.1, followed by time pressure at 3.9. Conversely, social support scored 3.2, categorized as low based on the research criteria. These findings indicate that the primary sources of stress experienced by respondents are related to job demands and time constraints. This is crucial because work at a Community Health Center requires civil servants to perform service, administrative, coordination, and interaction functions with the community. When these demands increase but the available support is perceived as inadequate, job stress can potentially intensify.

These findings can be explained through the Job Demands-Resources (JD-R) Model. In this model, work has two main components: job demands and job resources. Workload and time pressure can be categorized as job demands because they require both physical and psychological energy from employees. If these demands are high and ongoing without adequate resources, a process of health impairment can occur, characterized by fatigue and decreased well-being. The results of the study, which showed high workloads and time pressures, along with low social support, provide an empirical context that aligns with this mechanism. The negative influence of job stress on job satisfaction is reinforced by the regression results. The job stress coefficient of -0.42, with a t -value of -3.25 and a significance level of 0.002, indicates a negative and significant influence. This means that as job stress increases, job satisfaction tends to decrease, assuming organizational culture remains constant. Thus, the first hypothesis of the study is accepted. Substantively, these findings indicate that job stress is not merely an individual psychological issue, but is related to how work is designed and how demands are distributed to employees.

The high workload score of 4.1 is an important indicator for understanding this relationship. A high workload means employees must allocate greater energy to meet job demands. If this condition is not accompanied by sufficient support and resources, the work can be perceived as increasingly burdensome. In such circumstances, employees may provide less positive assessments of their work (Hair et al., 2019). Therefore, efforts to improve job satisfaction are not sufficient through individual approaches such as stress management training but also need to be directed at managing sources of stress originating from the work itself. These findings have practical implications for the management of civil servants at the Rambung Binjai Community Health Center. Organizational managers need to pay attention to workload distribution, time pressure, leadership support, and resources that can help employees complete tasks. This strategy aligns with the JD-R perspective, which emphasizes the importance of balancing job demands and job resources. When job demands cannot be completely reduced, organizations can strengthen available resources so that employees have better support in dealing with those demands.

The results of the study indicate that organizational culture has a positive and significant effect on job satisfaction. The regression coefficient of organizational culture is 0.51 with a t-value of 4.10 and a significance level of less than 0.001, indicating that the more positive an employee's perception of organizational culture is, the higher their likelihood of job satisfaction. The second hypothesis is therefore accepted. These findings indicate that the social environment and values developed within the organization play a significant role in shaping the work experience of ASN. Descriptive results show that team orientation obtained an average score of 4.0 and is one of the strongest aspects of organizational culture. This condition is relevant to the characteristics of Community Health Centers (Puskesmas) which require cross-professional collaboration. Health services involve various groups of personnel, such as doctors, nurses, midwives, administrators, nutritionists, and laboratory personnel. Therefore, coordination and cooperation are essential in carrying out work. An organizational culture that encourages team orientation can help employees feel that work is not carried out individually, but is supported by a work environment that allows for collaboration.

These findings can be analyzed through the Competing Values Framework (CVF) by Cameron and Quinn. Within this framework, the characteristics of clan culture emphasize cooperation, participation, involvement, trust, and a sense of belonging (Cameron & Quinn, 1999). The high level of team orientation in this study indicates the presence of cultural characteristics that support social interaction and cooperation. Such an environment can provide social resources for employees in facing job demands. Thus, organizational culture not only functions as a set of normative values but can also provide social support that influences work experiences. The positive relationship between organizational culture and job satisfaction also shows that the quality of interactions between employees is an important part in shaping perceptions of work. This is in line with the finding that relationships with coworkers are the aspect of job satisfaction with the highest score, namely 4.0. There is a correspondence between the two findings: team orientation as a characteristic of organizational culture scored high, while relationships with coworkers as an aspect of job satisfaction also scored high. This pattern indicates that the social dimension of the organization is one of the strengths in the work experience of ASN at the Rambung Binjai Community Health Center.

However, the study also showed relatively low levels of cultural aspects, namely innovation and risk-taking, with a score of 3.3. This condition indicates that the developing work culture is stronger in teamwork than in orientation toward innovation and courage to take risks. This finding does not directly indicate that the condition is negative, but rather indicates the presence of certain cultural characteristics that are more dominant than others. In the context of healthcare organizations, a balance between stability, adherence to procedures, cooperation, and innovation is necessary to ensure the organization is able to maintain service quality while responding to changing community needs. Findings regarding organizational culture also have consequences for managing work stress (Demerouti et al., 2001). A strong culture of cooperation and support can be a resource that helps employees cope with work demands. Conversely, when work demands are high while social support is low, work pressure can become increasingly difficult to manage. Thus, organizational culture and work stress cannot be completely separated in understanding the work experience of civil servants. Both describe two sides of the work environment: stress indicates the magnitude of demands that must be faced, while organizational culture indicates the social context and values available to address those demands.

Simultaneous analysis strengthens this argument. The R^2 value of 0.60 indicates that job stress and organizational culture together explain 60% of the variation in job satisfaction in the model. Meanwhile, the remaining 40% of the variation comes from other factors not included in the study. Therefore, the 60% figure cannot be interpreted as meaning that job satisfaction is entirely determined by these two variables, but rather

indicates that both have a significant contribution to the research model. The research regression equation, namely $Y = 2.10 - 0.42X_1 + 0.51X_2 + e$, shows a direction of the relationship that is consistent with the results of the hypothesis testing. The negative coefficient of job stress indicates that increased stress is associated with decreased job satisfaction, while the positive coefficient of organizational culture indicates the opposite relationship. Relatively, the organizational culture coefficient of 0.51 is greater than the job stress coefficient of -0.42, but the comparison of the magnitude of the coefficients still needs to be interpreted in the context of the measurement scale and research model, so it cannot be immediately concluded that organizational culture is absolutely more important than job stress.

The research results indicate that improving ASN job satisfaction at the Rambung Binjai Community Health Center requires an organizational approach. Reducing disproportionate workloads needs to go hand in hand with strengthening a work culture that supports communication, collaboration, engagement, and social support. These findings demonstrate that job satisfaction is the result of the interaction between job demands and organizational environmental conditions (Bakker & Demerouti, 2007). Therefore, strategies to improve job satisfaction should not only focus on individual stress management skills but also on improving job design and strengthening organizational resources. This approach aligns with the JD-R perspective because it places a balance between demands and resources as a crucial part of creating a more positive work experience

CONCLUSION

This study shows that job stress and organizational culture are factors related to job satisfaction of civil servants at the Rambung Binjai Community Health Center. Job stress was shown to have a negative and significant effect on job satisfaction, as indicated by a regression coefficient of -0.42 with a p-value of 0.002. This finding indicates that the higher the job stress, particularly related to workload and time pressure, the lower the job satisfaction perceived by civil servants. Conversely, organizational culture was shown to have a positive and significant effect on job satisfaction, with a regression coefficient of 0.51 and $p < 0.001$. These results indicate that more positive perceptions of organizational culture, particularly regarding team orientation, are associated with higher levels of job satisfaction. These findings underscore the importance of a work environment that supports collaboration, communication, and interpersonal relationships in healthcare organizations. Together, job stress and organizational culture have a strong contribution in explaining variations in job satisfaction, with a coefficient of determination (R^2) of 0.60. This means that these two variables are able to explain 60% of the variation in ASN job satisfaction, while the remaining 40% is related to other factors outside the research model. Therefore, improving ASN job satisfaction needs to be done through an organizational approach that is oriented not only towards reducing work demands but also towards strengthening organizational resources and culture. The practical implications of this study include the need for more proportional management of workload and time pressure, strengthening leadership support, enhancing two-way communication, and developing cross-professional collaboration. These efforts are expected to create a more conducive work environment and increase ASN job satisfaction. However, because the study was conducted at a single Community Health Center (Puskesmas) with a limited number of respondents and used a cross-sectional design, the results need to be generalized with caution. Future research is recommended to involve several Community Health Centers with a larger number of respondents and consider other factors such as leadership, compensation, work motivation, organizational support and work-life balance.

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