
Analysis of the Influence of Work Environment, Organizational Culture and Work Stress on Employee Performance in the Covid-19 Pandemi (Study of Public Works and Spatial Management of Buru Selatan District)

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Abstract: This study aims to see the influence of the Work Environment, Organizational Culture and Work Stress on Employee Performance. This analysis uses independent variables, namely Work Environment, Organizational Culture and Work Stress. The dependent variable is Performance. The sample of this research is the Public Works and Spatial Planning Office of South Buru Regency. Sampling was done by saturated sample method. Data collection was carried out by distributing questionnaires directly to 47 employees. The statistical method uses multiple linear regression analysis, with the T test and F test. The results of this study indicate that the work environment partially has a positive and significant effect on employee performance, organizational culture partially has a positive and significant effect on employee performance.

Key words: Work Environment, Organizational Culture, Work Stress, Performance.

INTRODUCTION

Background of the problem

The existence of the Covid-19 pandemic is a challenge in itself to organizations/institutions, more specifically to the HR (Human Resources) within them, because they are required to provide optimal performance even though they are hit by conditions and situations that are not normal as usual. In response to this, innovation and creativity must emerge from internal organizations/institutions so that operational activities can continue as they should and organizational goals can be achieved. HR is one of the determining factors for the success of an organization, because Human Resources is the driving force in carrying out organizational activities. Mathis and Jackson (2011), stated that human resources are a special part that is owned by every organization, which means the organization must be able to see the talent of an employee to improve employee performance and as an opportunity to create a greater organizational competitive advantage. In addition, Bohlander and Snell (2010), stated that human resources are an integrated ability of the mind and physical power that each individual has that is built to be able to compete in the face of increasingly fierce competition.

According to Mangkunegara (2014), human resource performance is work performance or work results (output) both in quality and quantity achieved by HR or employees per unit time period in carrying out their work assignments in accordance with the responsibilities given to them. The ability of employees to do the work for which they are responsible is a benchmark for achieving organizational goals. In achieving organizational goals, employees have job responsibilities that must be completed as well as possible.

According to Supriyadi and Triguno (2015), Organizational Culture is "a philosophy based on a view of life as values that become traits, habits and also drivers that are cultivated in a group and

are reflected in attitudes into behavior, ideals, opinions, views and action manifested as work". So we can conclude that Organizational Culture socializes and internalizes organizational values to members of the organization. A strong organizational culture can support organizational goals, whereas a weak, negative or conflicting organizational culture can hinder the achievement of organizational goals.

According to Robbins (2006) employee work stress is a condition that arises from the interaction between humans and work and is characterized by human changes that force them to deviate from their normal functions. There are consequences due to stress that arise, first is the psychological consequence, namely the emergence of negative feelings such as stress, boredom, depression and decreased self-confidence. In addition, there are physiological consequences that occur, namely employees will tend to be difficult to make decisions at work.

The Office of Public Works and Spatial Planning (PUPR) of South Buru Regency is a government agency/organization which is a technical implementing element directly responsible to the Regent of South Buru. As one of the regional technical institutions and having the responsibility of assisting regional heads in exercising authority in the field of public works and spatial planning to meet the needs for infrastructure facilities and infrastructure for South Buru Regency, during the ongoing pandemic there was an imbalance of work at the District Public Works and Spatial Planning Office. South Buru, this is reflected in the fact that there are still many employees who do not understand or understand the use of digital technology and in the end it has an impact on work performance that is not optimal.

Table1. Evaluation of the 2019-2020 PUPR Service Work Plan Implementation South Buru District

No	Work Plan (Work Program)	Target	Realization	
			(2019)	(2020)
1	Office administration service program	100 %	90.43 %	99.32 %
2	Apparatus facilities and infrastructure improvement program	100 %	77.34 %	74.85 %
3	Increasing apparatus resources	100 %	100 %	0 %
4	Road and bridge construction program	100 %	67.68 %	76.85 %
5	Canal/culvert drainage development program	100 %	87.12 %	74.67 %
6	Piling/Talud/Bronjong Development Program	100 %	94.81 %	93.97 %
7	Road and Bridge Rehabilitation/Maintenance Program	100 %	98.00 %	100 %
8	Community Development Facility Improvement Program	100 %	100 %	100 %
9	Program Development and Management of irrigation networks, swamps and other irrigation networks.	100 %	0 %	87.08 %
10	Drinking Water and Wastewater Management Performance Development Program	100 %	89.07 %	78.80 %
11	Rural Infrastructure Development Program	100 %	83.62 %	94.66 %
12	Spatial Planning Program	100 %	81.86 %	83.14 %

Data source: South Buru Regency PUPR Service from 2019-2020

Based on the Evaluation Table for the Implementation of the 2019-2020 SKPD Work Plan for South Buru Regency, we can see that the completion of many work programs has not been optimally achieved, for example the facility and infrastructure improvement program from 2019 to 2020 has decreased from 77.34% in 2019 to 74.85% even though the procurement of apparatus facilities and infrastructure is a vital thing that must be considered by the PUPR Service to

improve employee performance, besides that, the construction of drainage channels/culverts has also decreased from 2019 87.12% to 74.67% per 2020, irrigation development and management programs, swamps and other irrigation networks from 2019, 89.07%, decreased to 78.80% as of 2020, and drinking water and wastewater management performance development programs from 2019 89.07% decreased to 78.80% in 2020. The unfulfilled absorption of this performance is certainly something that must be evaluated and corrected.

Based on the background above, this study seeks to examine and analyze the influence of the Work Environment, Organizational Culture and Work Stress on Employee Performance during the Covid 19 Pandemic (Study at the Public Works and Spatial Planning Office of South Buru Regency).

Research purposes

The aims of this research are as follows:

1. To analyze the work environment partially affected employee performance at the South Buru Regency PUPR Service during the Covid-19 Pandemic.
2. To analyze organizational culture partially affected employee performance at the Public Works and Housing Office of South Buru Regency during the Covid-19 Pandemic.
3. To analyze work stress partially affecting employee performance at the South Buru Regency PUPR Service during the Covid-19 Pandemic.
4. To analyze the work environment, organizational culture and work stress simultaneously affect employee performance at the South Buru Regency PUPR Service during the Covid-19 Pandemic.

LITERATURE REVIEW

Theoretical basis

Employee Performance

Performance is a benchmark of the organization to see how effective and efficient the employee's condition is in carrying out the work assigned to the employee, if the performance of the employee is good then of course the performance of the organization will follow. Mathis and Jackson (2015), employee performance is what influences how much they contribute to the organization. Performance is very important in a company to achieve its goals. Mangkunegara (2014: 9) HR performance is work performance or work results (output) both in quality and quantity achieved by HR per unit time period in carrying out their work tasks in accordance with the responsibilities given to them.

Work environment

The work environment is a place where someone works. A comfortable work environment will make employees comfortable at work. When you feel comfortable, of course, performance will be optimal. When performance will be optimal, the progress of the organization will also improve. Sedarmayanti (2009), the work environment is the whole tools and materials encountered, the surrounding environment in which a person works, work methods, and work arrangements both as individuals and as a group. Mangkunegara (2007) said the work environment includes clear job descriptions, adequate authority, challenging work targets, communication patterns, harmonious work relations, dynamic work climate, career opportunities, and adequate work facilities.

Organizational culture

Sedarmayanti (2014: 75) defines organizational culture as a belief, attitude and values that are generally owned, which arise in the organization, stated more simply, culture is the way we do things here. Decree of the Minister of Administrative Reform Number 25/KEP/M.PAN//04/2002 work culture is "the attitude and individual behavior of the state apparatus group which is based on

values that are believed to be true and become the nature and habits of state apparatus in carrying out their duties and daily work”.

Work stress

According to Siagian (2014): Stress is a condition of tension that affects one's emotions, thoughts and physical condition. Mangkunegara (2014) Stress is a feeling of pressure experienced by employees in dealing with work. Gaffar (2012) states that stress is external demands on a person, for example objects in the environment or a stimulus that is objectively dangerous. Stress is also defined as unpleasant pressure, tension or disturbance that comes from outside one's self.

Previous Research

1. Ayu Alivia Lestari (2021) with the research title *The Effects of Work Discipline and Work Stress on Employee Performance (Studies at PT. Bank Rakyat Indonesia Agroniaga Tbk. Jakarta Head Office)*. The results show that work discipline has a positive and significant effect on employee performance. Work stress has a negative and significant effect on employee performance.
2. Enna Pahlawati, et al (2022) with the title *Impact of Work Stress and Work Discipline on the Performance of Bogor City Hospital Employees during the Covid-19 Pandemic*. The results show that work stress has a positive and significant effect on employee performance. Work discipline has a positive and significant effect on employee performance. Work stress and work discipline jointly affect the performance of employees at Bogor City Hospital.
3. Sukriany (2021), with the title *The effect of motivation, compensation and work environment on the performance of local public officers*. The results show that motivation has no significant effect on the performance of local public officials in Yapen Islands Regency. Compensation has a positive and significant effect on the performance of local public officials in Yapen Islands Regency. The work environment has no significant effect on the performance of local public officials in Yapen Islands Regency.
4. Universari and Harsono (2021), with the research title *Antecedents and Consequences of work stress behavior*. The results show that stress on individuals has an impact on individual performance. The antecedents and consequences of job stress can come from individuals or organizations.
5. Fakhnurozi and Pragiwani (2020), with the research title *The effect of job stress, work environment and job satisfaction on the employee performance at the main office of PT. Pawnshop (Persero)*. The results show that work stress has a significant effect on the performance of PT. Pawnshop (Persero). The work environment has a significant effect on the performance of PT. Pegadaian (Persero) Job satisfaction has a significant effect on the performance of PT. Pawnshop (Persero)

Relationship between concepts/variables

Work environment on employee performance

Sedarmayanti (2009) defines the work environment as the whole of the tools and materials encountered, the surrounding environment where a person works, his work methods, and his work arrangements both as individuals and as a group. Meanwhile, According to Mangkunegara (2007), the work environment includes clear job descriptions, adequate authority, challenging work targets, communication patterns, harmonious work relations, dynamic work climate, career opportunities, and adequate work facilities. Mardalena (2017) researched the Influence of the Work Environment and Employee Personality on Employee Performance at PDAM Tirtanadi Branch Jalan Sm Raja Medan with the results showing that the work environment and employee personality partially and simultaneously or jointly affect employee performance.

Organizational culture on performance

Supriyadi and Triguno (2015) define work culture as "a philosophy based on a view of life as values that become traits, habits and also drivers that are cultivated in a group and are reflected in attitudes into behavior, ideals, opinions, views and actions." manifested as work". Handoko, et al (2018) examined the influence of Work Culture and Work Environment on Performance through Motivation and Organizational Commitment (Studies at the General Election Commission of Karanganyar Regency with research results showing that work culture, work environment, motivation and organizational commitment all together affect performance an employee of the General Election Commission of Karanganyar Regency, Sulistiawan,

Work stress on performance

Siagian (2014), Stress is a condition of tension that affects one's emotions, thoughts and physical condition, Mangkunegara (2014) Stress is a feeling of pressure experienced by employees in dealing with work. Massie (2018) The Effect of Work Stress on Employee Performance at the Manado ITCenter Management Office results show that work stress has a positive and significant effect on employee performance. Lestari (2021) The Effect of Work Discipline and Work Stress on Employee Performance (Study at PT. Bank Rakyat Indonesia Agroniaga Tbk. Jakarta Head Office). The results of the study show that work stress has a positive and significant effect on employee performance.

Model and Research Hypothesis

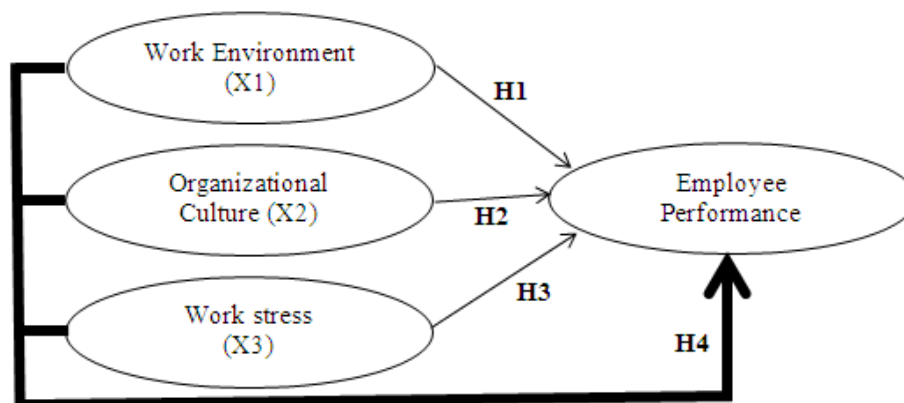


Figure 1. Research Model

Source: Theoretical Studies, (2023)

Hypothesis Study

The research hypothesis proposed is as follows:

H1: The work environment has a positive effect on the performance of employees of the South Buru District Public Works and Spatial Planning Office during the Covid 19 pandemic.

H2: Organizational Culture has a positive effect on the performance of employees of the South Buru Regency Public Works and Spatial Planning Office during the Covid 19 pandemic.

H3: Work stress has a positive effect on the performance of employees of the South Buru Regency Public Works and Spatial Planning Office during the Covid 19 pandemic.

H4: Work Environment, Organizational Culture and Work Stress simultaneously have a positive effect on the performance of employees of the South Buru Regency Public Works and Spatial Planning Office during the Covid 19 pandemic.

RESEARCH METHODS

Types of research

This type of research is a causal associative research with a quantitative approach. Quantitative method is research that is based more on data that can be calculated to produce an interpretation. The contents of the data analysis plan are always based on the research plan that has been formulated and the data that has been processed.

Location and Research Object

Research conducted at the Public Works and Spatial Planning Office of South Buru Regency which is located at Namrole City, South Buru Regency, Maluku Province

Population and Sample

Population according Arikunto (2006), population is the whole of an object of research. The population in this study were all employees with civil servant status at the South Buru PUPR Service, totaling 47 people. The sample used is saturated sample. According to Sugiyono (2017: 85) saturated sample technique is a sampling technique in which all members of the population are sampled. So the number of samples used in this study was 47 employees of the South Buru Regency PUPR Service who had civil servant status.

Validity test

Validity test is data that can be trusted to be true according to reality. According to Sugiyono (2016), valid means that the instrument can be used to measure what should be measured. The data obtained from this research is empirical data (observed) which has certain valid criteria. Validity shows the degree of accuracy between the data that actually occurs on the object and the data that can be collected by the researcher. If there are items that do not meet the requirements, then these items will not be examined further. Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that is measured by the questionnaire. So validity wants to measure whether the questions in the questionnaire that have been made can measure what we want to measure. According to Sugiyono (2013) these requirements must be met, namely they must meet the following criteria:

If $r \geq 0.30$ then the statement items of the questionnaire is valid.

If $r \leq 0.30$ then the statement items from the questionnaire are considered invalid.

The higher the validity of a measuring instrument, the more precise the tool is on target, or shows the relevance of what should be measured. A test can be said to have high validity if the test results carry out its measurement function, or provide measurement results in accordance with the meaning and purpose of holding the test or research.

Reliability Test

A measuring instrument or statement in a questionnaire is categorized as reliable, if the measuring instrument used can measure consistently or stably even though the questions are already valid. The test is carried out to find out how far the measurement results remain consistent if the measurement is carried out twice or more for the same symptoms using the same measuring instrument. According to Ghozali (2018) reliability is a tool for measuring a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable or reliable if one's answers to statements are consistent or stable from time to time.

Data Analysis Techniques

Multiple Linear Regression Analysis

The data analysis method used in this study is a multiple regression analysis technique, which is a parametric statistical technique used to test the relationship of two predictors or independent variables with the criterion variable or dependent variable (Winarsunu, 2015). Researchers will also be assisted by using SPSS 25 software for Windows. Multiple linear regression is a common statistical method used to examine the relationship between the independent variable (X) and the

dependent variable (Y). According to Sugiyono (2016: 188), the multiple linear regression analysis equation can be formulated

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

as follows:

Information :

Y = Employee Performance a = Constant or if the price X = 0

$b_1b_2b_3$ = The coefficient of the regression direction which states that a change in the value of Y occurs with a change in the value of X

X1 = Work Environment; X2 = Organizational Culture; X3 = Work Stress

Multicollinearity Test

According to Ghozali (2018) the multicollinearity test aims to test whether the regression model found a correlation between independent (independent) variables. A good regression model should not have a correlation between the independent variables. If the independent variables are correlated, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation values among independent variables = 0.

- a) The R² value generated by an estimation of the empirical regression model is very high, but individually many of the independent variables do not significantly affect the dependent variable.
- b) Analyzing the correlation matrix of independent variables. If between variables, then this is an indication of multicollinearity. The absence of a high correlation between the independent variables does not mean that it is free from multicollinearity. Multicollinearity can be caused by the combination effect of two or more independent variables.
- c) The low tolerance value is the samewith a high VIF value (because $VIF = 1/Tolerance$). The cutoff value that is commonly used to indicate a tolerance value ≤ 0.10 or the same as a VIF value ≥ 10 , means that all variables to be included in the calculation of the regression model must have a tolerance above 0.10. If it is lower than 0.10, multicollinearity occurs with the calculation results of the VIF value, if it has a VIF value of less than 10 then it does not have a multicollinearity problem.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from one residual observation to another. If the variance from the residual from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is a model that does not have heteroscedasticity (Ghozali, 2018). The heteroscedasticity test in this study used the Glejser test. This test proposes to regress the residual absolute value to the independent variable (Ghozali, 2018, 142). Basis for Decision Making :

- a) There is no heteroscedasticity, if the significant probability value is greater than the 5% confidence level.
- b) Heteroscedasticity occurs, if the probability value is significant smaller than the 5% confidence level.

RESEARCH RESULTS AND DISCUSSION

Results of data analysis

Variable Statistics Descriptive

Descriptive statistical analysis was used to carry out the process of selecting data (screening data), so that the data analyzed had a normal distribution. The data obtained from the results of descriptive statistical analysis show the mean (mean) and standard deviation of each variable studied, both the independent variable and the dependent variable. In table 4 below, it can be seen in the descriptive statistics of the research variables.

Table 4 Descriptive Statistics of Research Variables

Descriptive Statistics			
	Means	std. Deviation	N
Performance	31.04	3,551	47
Work environment	33.17	4,971	47
Organizational culture	38.64	5,662	47
Work Stress	29.04	9.108	47

Source: Primary data processed

From the data table 4 the statistical description of the research variables shows that the number of respondents (N) is 47 people. Each variable has a varying mean (mean) and standard deviation values.

1. Performance (Y). The average magnitude of the performance variable (Y) is 31.04 while the standard deviation value for the performance variable (Y) is 3.5, meaning that the deviation from performance is very small because it is below the average value.
2. Work Environment (X1). The average magnitude of the work environment variable (X1) is 33.17 while the standard deviation value for the work environment variable (X1) is 4.9, meaning that the deviation from the work environment is very small because it is below the average value.
3. Organizational Culture (X2). The average magnitude of the Organizational Culture variable (X2) is 38.64 while the standard deviation value for the Organizational Culture variable (X2) is 5.6, meaning that the deviation from the work environment is very small because it is below the average value.
4. Work Stress (X3). The average magnitude of the Work Stress variable (X3) is 29.04 while the standard deviation value for the Work Stress variable (X3) is 9.1, meaning that the deviation from the work environment is very small because it is below the average value.

Validity test

Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that is measured by the questionnaire. So validity wants to measure whether the questions in the questionnaire that have been made can measure what we want to measure.

These requirements according to Sugiyono (2013:179) which must be met, namely must meet the following criteria:

- a) If $r \geq 0.30$ then the statement items of the questionnaire is valid.
- b) If $r \leq 0.30$ then the statement items from the questionnaire are considered invalid.

The higher the validity of a measuring instrument, the more precise the tool is on target, or shows the relevance of what should be measured. A test can be said to have high validity if the test results carry out its measurement function, or provide measurement results in accordance with the meaning and purpose of holding the test or research.

Table 5. Validity Test

Variable	Indicator	Total Pearson Correlation	Information
X1 (Work environment)	1	0.362	Valid
	2	0.683	Valid
	3	0.602	Valid
	4	0.655	Valid
	5	0.736	Valid
	6	0.769	Valid
	7	0.774	Valid
	8	0.629	Valid
X2 (Organizational culture)	1	0.625	Valid
	2	0.776	Valid
	3	0.778	Valid
	4	0.644	Valid
	5	0.692	Valid
	6	0.740	Valid
	7	0.793	Valid
	8	0.686	Valid
	9	0.579	Valid
X3 (Work Stress)	1	0.909	Valid
	2	0.872	Valid
	3	0.966	Valid
	4	0.934	Valid
	5	0.952	Valid
	6	0.936	Valid
	7	0.937	Valid
Y (Performance)	1	0.398	Valid
	2	0.490	Valid
	3	0.377	Valid
	4	0.310	Valid
	5	0.685	Valid
	6	0.806	Valid
	7	0.800	Valid

Source: Primary data processed, 2023

From the data in table 5 it shows that all question items in the test have met the requirements because the Pearson correlation value is greater than 0.30. then it can be concluded that the question items are declared valid.

Reliability Test

According to Ghozali (2018) reliability is a tool for measuring a questionnaire which is an indicator of a variable. A questionnaire is said to be reliable or reliable if one's answers to statements are consistent or stable from time to time. Reliability shows in one sense that the instrument can be trusted enough to be used as a data collection tool because the instrument is good or is said to be reliable if the Alpha value is greater than 0.6. To see the reliability of each instrument used, the authors use the Cronbach alpha coefficient (α) using the Statistical Product and Service Solution (SPSS) version 25 facility for this type of interval measurement. An instrument is said to be reliable if the Cronbach alpha value is greater than the predetermined limit, namely 0.

Table 6. Reliability Test Results

Variable	Alpha Cronbach	Information
X1 (Work Environment)	0.812	Reliable
X2(Organizational Culture)	0.870	Reliable
X3(Work Stress)	0.974	Reliable
Y (Performance)	0.660	Reliable

Source: Primary data processed, 2023

From the results of the reliability test in table 6 above, it can be seen that the Cronbach's alpha value is above or more than 0.6, thus all variable items are reliable.

Multicollinearity Test of Variables X1, X2, X3 on variable Y

The multicollinearity test aims to test whether the regression model found a correlation between the independent (independent) variables. Multicollinearity testing is carried out using the Variance Inflation Factor (VIF). The data is said to not experience multicollinearity if the VIF value ≤ 10 . The results of the multicollinearity test can be seen in table 5.9 as follows:

Table 7. Multicollinearity Test Results

Coefficientsa

Model	Collinearity Statistics	
	tolerance	VIF
(Constant)		
1 Work environment	.859	1,164
Organizational culture	.826	1210
Work Stress	.816	1225
a. Dependent Variable: Performance		

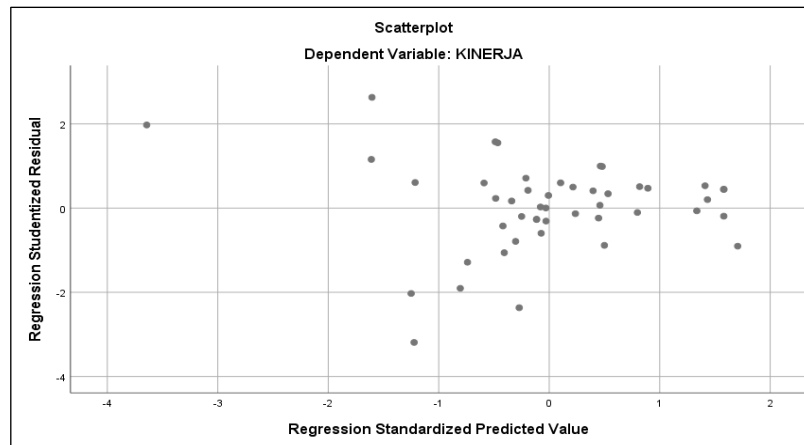
Source: Primary data processed, 2023

Based on table 7 it is known that the VIF value of the Work Environment is 1.164, the VIF value of Organizational Culture is 1.210, and the VIF value of Work Stress. If all VIF values are not more than 10, it indicates that there is no multicollinearity. Because the value of Work

Environment, Organizational Culture and Work Stress is not more than 10, it indicates that there is no multicollinearity.

Heteroscedasticity Test Variables X1, X2, X3 to variable Y

The heteroscedasticity test aims to test whether the regression model has an inequality of variance from the residual model from one observation to another. A good regression model is one that has homoscedasticity or does not have heteroscedasticity. To test heteroscedasticity with a scatterplot graph. If there is a certain pattern that is regular (wavy, widens and then narrows), then there is heteroscedasticity and if there is a clear pattern, and the points spread above and below 0 on the Y axis, then there is no heteroscedasticity. The results of the heteroscedasticity test can be seen in the picture2 following :



Source: Primary data processed

Figure 2. Scatterplots

Source: Primary data processed, 2023

In the scatterplot output in Figure 2, it can be seen that the dots spread above and below the number 0 on the Y axis and do not form a certain regular pattern. It can be concluded that there is no heteroscedasticity problem in the regression model.

Partial Test Results (T Test)

The t statistical test basically shows how far one independent variable individually or partially can explain the variation of the dependent variable. To determine the effect of the independent variables partially on the dependent variable, the t test is used. If the value of $t_p > 0.05$ then H_0 is accepted and H_a is rejected, and vice versa. The results of the t test can be seen in table 8 below:

Table 8. T test results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1.(Constant)	8,989	6,641		1,354	.183
Work environment	.239	.105	.335	2,288	.027
Organizational culture	.274	.094	.438	2,932	.005
Work Stress	.121	.059	.310	2,065	.045

a. Dependent Variable: Performance

Source: Primary data processed, 2023

Based on table 8 above, the regression equation can be compiled as follows:

$$Y = 8.989 + 0.239(X1) + 0.274(X2) + 0.121(X3) + e$$

Based on the regression equation, it can be explained as follows:

1. Work Environment (X1). Whereas the Work Environment variable (X1) shows a positive influence on Performance (Y), the positive influence of the Work Environment variable (X1) fulfills a significant decision basis because the probability value (sig) $t < 5\%$ ($0.027 < 0.05$). This means that partially the Work Environment variable (X1) has a positive and significant effect on the performance variable (Y). Thus the hypothesis which states that there is a positive and significant effect of the Work Environment variable (X1) on Performance (Y) is accepted.
2. Organizational culture. Whereas the Organizational Culture variable (X2) shows a positive influence on performance (Y), the positive influence of the Organizational Culture variable (X2) fulfills a significant decision basis because the probability value (sig) $t < 5\%$ ($0.005 < 0.05$). This means that partially the Organizational Culture variable (X2) has a positive and significant effect on the performance variable (Y). Thus the hypothesis which states that there is a positive and significant influence of Organizational Culture variable (X2) on Performance (Y) is accepted.
3. Work Stress. Whereas the variable Job Stress (X3), shows a positive influence on performance (Y), from the positive influence of the variable Job Stress (X3) it fulfills a significant decision basis because the probability value (sig) $t < 5\%$ ($0.045 < 0.05$). This means that partially the variable Job Stress (X3) has a positive and significant effect on the performance variable (Y). Thus the hypothesis which states that there is a positive and significant effect of the Job Stress variable (X3) on performance (Y) is accepted.

Simultaneous Test Results (Test F)

The f statistical test basically shows whether the independent variables included in the model have a simultaneous effect on the dependent variable. The results of the f test can be seen in table 5.11 as follows:

Table 9. F Test Results

ANOVAa						
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	120,702	3	40,234	3,767	.017b
	residual	459,213	43	10,679		
	Total	579,915	46			

a) Dependent Variable: PERFORMANCE

b) Predictors: (Constant), Work Stress, Work Environment, Organizational Culture

Source: Primary data processed, 2023

Table 9 above shows the magnitude of the probability or significance in the ANOVA calculation used to test the feasibility of the regression model, provided that the probability that is used as a reference is below 0.05.

on the table9 above the F test produces an F number of 3,767, with a significance level of probability number of 0,017. Because the probability number < 0.05 shows all the independent variables (Work Environment, Organizational Culture and Work Stress) simultaneously have a significant effect on the dependent variable (Performance).

Discussion

Effect of Work Environment (X1), Organizational Culture (X2) and Work Stress (X3) on Employee Performance (Y)

The results of simultaneous hypothesis testing show that the variables Work Environment, Organizational Culture and Work Stress together have a significant effect on Employee Performance, this can be seen in table 5.11 F number 3.767, with a significance level of 0.017. Because the probability number < 0.05 indicates that all independent variables (Work Environment, Organizational Culture and Work Stress) simultaneously or jointly have a significant effect on the dependent variable (Performance). The results of this study provide an explanation where the performance of the Public Works and Spatial Planning Office of South Buru Regency is influenced by the Work Environment, Organizational Culture and Work Stress. All of these variables have been discussed partially and have a positive and significant influence.

Effect of Work Environment (X1) on Employee Performance (Y)

The partial test results show that the Work Environment variable (X1) shows a positive effect on performance (Y), the positive influence of the Work Environment (X1)

fulfills a significant decision basis because the probability value (sig) $t < 5\%$ ($0.027 < 0.05$). This means because the probability number < 0.05 indicates that partially the work environment variable (X1) has a significant and significant effect on performance. Thus the research is in line with the hypothesis which states that there is a positive and significant influence between the Work Environment variable (X1) on the Performance variable (Y). This research is in line with Mardalena's research (2017) which examined "The Influence of the Work Environment and Personality of Employees on Employee Performance of PDAM Tirtanadi Branch Jalan Sm Raja Medan", with the results showing that the work environment and employee personality partially influence.

The Effect of Organizational Culture (X2) on Employee Performance (Y)

The partial test results show that the Organizational Culture variable (X2) shows a positive influence on performance (Y), the positive influence of Organizational Culture (X2) fulfills a significant decision basis because the probability value (sig) $t < 5\%$ ($0.005 < 0.05$). This means because the probability number < 0.05 indicates that partially the Organizational Culture variable (X2) has a significant and significant effect on performance.

This research is in line with the hypothesis which states that there is a positive and significant influence between Organizational Culture (X2) on Performance (Y). The results of this study are also in line with research conducted by Sulistiawan, et al (2017) concerning "The Influence of organizational culture and work environment on employee performance" with the results of research on organizational culture having a positive and significant influence on employee performance and the work environment having a positive and significant influence on employee performance.

Effect of Job Stress (X3) on Employee Performance (Y)

The partial test results show that the variable Job Stress (X3) shows a positive influence on performance (Y), the positive influence of Job Stress (X3) fulfills a significant decision basis because the probability value (sig) $t < 5\%$ ($0.045 < 0.05$). This means because the probability number < 0.05 indicates that partially the Job Stress variable (X3) has a significant and significant effect on performance. This study is in line with the hypothesis which states that there is a positive and significant effect between the Job Stress variable (X3) on the Performance Variable (Y). The results of this study are in line with research conducted by Lestari (2021) The Effects of Work Discipline and Work Stress on Employee Performance (Studies at PT. Bank Rakyat Indonesia Agroniaga Tbk.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the research results from the discussion of this thesis, the following conclusions are drawn:

1. Simultaneously it shows that the variables Work Environment (X1), Organizational Culture (X2) and Work Stress (X3) together have a significant effect on Employee performance (Y).
2. Partially shows that the Work Environment variable (X1) has a positive and significant effect on employee performance (Y).
3. Partially shows that the Organizational Culture variable (X2) has a positive and significant effect on employee performance (Y).
4. Partially shows that the variable Job Stress (X3) has a positive and significant effect on employee performance (Y).

Suggestion

1. A good work environment, such as providing adequate up-to-date work facilities, a regular work atmosphere and building work relationships by carrying out activities outside working hours that increase the bond between employees and between employees and the organization. Apart from that, from the Organizational Culture variable, the need for socialization related to the new culture that appears needs to be continuously encouraged so that the cultural adaptation can run well and affect employee performance. For the variable Work stress, control over employee work stress must be managed properly because it is related to the psychology of employees. Therefore, things such as giving appropriate roles, career development and providing clear information must be considered by the PUPR Service Office of South Buru Regency.
2. Researchers who are interested in conducting similar research are expected to be able to observe and explore further the problems at the South Buru Regency PUPR Service in particular to be able to add other variables such as leadership style, commitment, quality of work life so that the writer can find out the factors anything that affects performance, besides that it is also advisable to try to use qualitative methods to obtain more accurate data and information.

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