



The effect of work stress, organisational culture and work environment on employee performance at PT Otani

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ABSTRACT

The purpose of this research to know and explain the effect of work stress, organisational culture and work environment on employee performance. The research is descriptive quantitative type, with explanatory nature. 250 employees at PT Otani are the population in the study. The sampling technique used the Slovin formula which resulted in a sample of 154 people. Interview techniques, questionnaires and documentation studies were conducted to obtain research data. Data analysis methods are multiple linear regression, coefficient of determination test, partial test and simultaneous test. The research resulted in Work Stress, Organisational Culture and Work Environment both independently and simultaneously affecting the performance of employees of PT Otani. The variation of independent variables on the dependent variable is 43.6%, the remaining 56.4% is explained by other factors not included in this study, such as leadership, work conflict, compensation, and others.

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1. INTRODUCTION

Human resource management is the science of human resource development that functions to carry out human resource planning, implementation, recruitment, training, career development of employees or employees and conduct initiatives for the organisational development of an organisation or company. Human Resource Management (HRM) includes the abilities and potential of leaders and employees in a company. Human resources are an important factor for organisations, this is because human resources are the main element of company (Irandini et al., 2021). If individuals in the company, namely human resources, can run effectively, the company will continue to run, in other words, the continuity of a company is determined by the performance of its employees (Suryawan et al., 2020). Employee performance is an action taken by employees in carrying out the work given by the company (Awang et al., 2022).

This research was conducted at the company PT Otani. This company is engaged in the production of plastics which is located on the slaughterhouse road KIM I area

Medan City North Sumatra. In this study, researchers used the factors of work stress, organisational culture and work environment on performance at PT Otani because these factors are currently a very important issue in improving employee performance in the future. Work stress is a feeling of pressure experienced by an employee in dealing with work. Work stress is an employee's psychological response to the demands of their job (Hermawan, 2022). Stress is a psychological and physical reaction to internal conditions or a change in the environment that is perceived as disturbing and has an impact on individual work outcomes (Izzati & Olievia Prabandini Mulyana, 2019). Indicators of work stress are difficult and excessive workloads, pressure and unfair and unreasonable attitudes of leaders, inadequate working time and equipment, conflicts between individuals and leaders or work groups and rewards that are too low (Warsopurnomo, 2020).

The phenomenon of work stress that occurs in companies is that companies are too restrictive on employee work, mounting work can cause employees to experience burnout. Inappropriate work patterns, demands of perfectionist bosses, giving work that is not their job can cause employees to bear an unrealistic workload and be overwhelmed in doing their work. With this situation, employees will be easily stressed and unhappy, and eventually lose their morale. The problem of work stress in corporate organisations has become an important phenomenon to observe since the demand for efficiency in work began to emerge (Sugandha, 2019). As a result, too much stress can threaten a person's ability to cope with the environment, which in turn interferes with the performance of their tasks, which means interfering with their work performance (Cahya et al., 2021).

A leader who is too harsh and excessive in giving work can also cause excessive work stress to his subordinates. work can also cause excessive work stress to subordinates (S. A. Wicaksono, 2022). Stress that an individual experiences as a dynamic state in the face of an opening, imposition, or demand related to what he or she perceives as a dubious but important and much-needed outcome (Rahmizal et al., 2021).

Organisational culture is the values in the organisation that have been agreed upon, accepted, obeyed and implemented by members in the organisation as guidelines for behaviour and problem solving in the organisation. Organisational culture is a system of beliefs and values developed by the organisation that guides the behaviour of members of the organisation (Marliani, 2018). Indicators of organisational culture are innovative considering risks, paying attention to every problem in detail in doing work, oriented to the results to be achieved, oriented to all employee interests, aggressive at work, maintaining and maintaining work stability (Sulaksono, 2019). Organisational culture is a habit that is carried out in a company, which has a contribution in shaping behaviour (Permatasari et al., 2019). Organisational Culture is a shared set of beliefs, attitudes, and values that emerge within an organisation, put more simply, culture is the way we do things around here (Suhendra & Angga, 2021). The phenomenon of organisational culture that occurs in the company is that employees still have a relaxed culture in carrying out work, arriving late, not being where they should be during working hours, and doing other activities that have nothing to do with work during working hours.

Work Environment is the atmosphere of the workplace atmosphere felt by employees when working together in a group (Polakitang et al., 2019). The work environment is everything that is around the workers or employees who can affect employee job satisfaction in carrying out their work. The work environment is the overall work facilities and infrastructure that exist around employees who are doing work that can affect the implementation of work (Sutrisno, 2017). The work environment is everything that surrounds the success of an organisation performance of its employees (Nauli et al., 2019). To improve employee performance to be qualified and work well, one of the most important factors is the work environment where the employee works (Rahmawati et al., 2021). Good work environment conditions are one of the factors

supporting employee productivity which ultimately has an impact on increasing employee performance levels (Wira Kusuma et al., 2023). Indicators of the work environment in this study are work atmosphere, availability of work facilities, work security and safety, relationships between colleagues, justice in the work environment (Budiasa, 2021) The phenomenon of the work environment that occurs in the company, namely the work environment that is classified as narrow prevents workers from being able to complete their work in a timely manner and there are conflicts between co-workers, changes in behaviour like this that need to be observed. If this is left unchecked, then the possibility of employee performance will decrease, and the company's work productivity will be disrupted. A work environment that is conducive and comfortable, as well as the level of employee work stress by a manager can improve effective performance. Stress levels of employees by a manager can increase the effective performance of an employee of an employee (Amin Effendy & Fitria, 2019).

Performance means a work result that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities, to achieve goals legally, not against the law and in accordance with morals and performance ethics. Employee performance reflects the achievement of the quantity and quality of work produced by individuals, groups, or organisations and can be measured. Employee performance is the level of success of employees in completing their work (Arin Octarina & Komang Ardana, 2022). Work performance is basically what employees do or do not do (Fauzia, 2019). Employee performance can be measured by indicators of work quality, work quantity, dependability, attitude (Widyaningrum, 2020). Performance means a work result that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities, fauzito achieve goals legally, not against the law and in accordance with morals and performance ethics. Problems with work stress, organisational culture and work environment have an impact on employee performance, which is marked by not achieving sales targets.

As for some previous research that is a reference for this research consists of (Heruwanto et al., 2020), (Baidowi, 2021) with the results of the study, namely the environment and work stress have a positive effect on performance. In research by (Kalbadri, 2021), with the results of research on organisational culture and work stress have a positive effect on performance. In research by (Pratiwi et al., 2022) shows that work stress has no effect on performance. While (D. I. Wicaksono, 2020) stated that organisational culture and work stress have a positive effect on performance. In further research by (Widyawati & Khuzaini, 2020), shows that work stress has a negative effect on performance.

The implication of this research is to increase company awareness about the level of stress experienced by employees and reveal cultural aspects that are not in line with company goals or hinder employee performance. This research will help PT Otani improve their work environment. By identifying the factors that influence a positive work environment, such as physical facilities, social support, and organizational fairness, companies can make the necessary changes and use research findings as a basis for designing effective stress management strategies, organizational culture, and a work environment that supports employee work.

Based on the background described above, the authors are interested in conducting a study entitled: "The Effect of Work stress, Organisational Culture and Work Environment on Employee Performance at PT Otani."

2. RESEARCH METHOD

This research approach is based on a quantitative approach because this research has a clear and orderly flow. This type of research is quantitative descriptive research. The nature of this research is explanatory descriptive. This research will be conducted at PT

Otani with a total population of 250 employees. Sample calculation with probability sampling using the Slovin formula and obtained a research sample of 154 people. Data collection techniques were carried out by questionnaires, interviews and documentation studies. The data analysis method uses multiple linear regression analysis.

3. RESULTS AND DISCUSSION

3.1. Descriptive Statistics

Table 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work stress	154	16,00	39,00	27,8961	4,02146
Organisational culture	154	22,00	56,00	36,1494	6,73764
Work environment	154	19,00	45,00	28,6429	4,94635
Employee performance	154	13,00	34,00	23,2208	3,37086
Valid N (listwise)	154				

Source: Research results, 2023

Table 1. shows that the work stress variable with a sample of 154 respondents has an average of 27.8961 units with a minimum work stress value of 16 units for respondent number 23, a maximum value of 39 units for respondent number 93 and a standard deviation of 4.02146 units. Organisational culture variables with a sample of 154 respondents have an average of 36.1494 units with a minimum organisational culture value of 22 units for respondents with number 123 and a maximum of 56 units with respondent number 99 and a standard deviation of 6.73764 units. The work environment variable with a sample of 154 respondents has an average of 28.6429 units with a minimum work environment value of 19 units with respondent number 123 and a maximum of 45 units for respondents with respondent number 93, with a standard deviation of 4.94635 units. The employee performance variable with a sample of 154 respondents has an average of 23.2208 units with a minimum employee performance value of 13 units with respondent number 123 and a maximum of 34 units for respondents with number 96, with a standard deviation of 3.37086 units.

3.2. Classical Assumption Test Results

a. Normality Test

The results of the normality test with the histogram graph and the normal P-P Plots graph can be seen below:

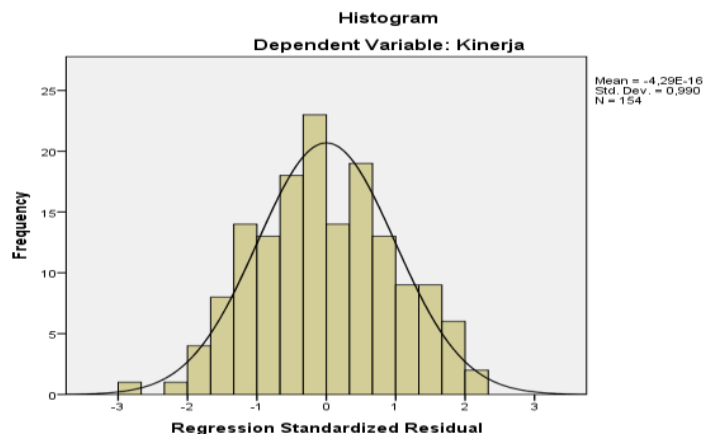


Figure 1. Histogram Graph
Source: Research results, 2023

Based on the Figure above, the Figure line is bell-shaped, not deviating to the left or right. This indicates that the data is normally distributed and fulfils the assumption of normality.

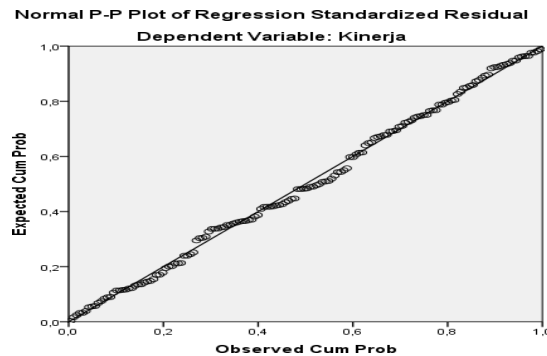


Figure 2. Histogram Graph
Source: Research results, 2023

Figure 2. shows the data (dots) spread around the diagonal line and follow the diagonal line. So from this picture it can be concluded that the residuals in the regression model are normally distributed. Another form of normality test is the Kolmogorov Smirnov (K-S) non-parametric statistical test. The normality test results are in the following table.

Table 2. One Sample Kolmogorov Smirnov Test

		Unstandardized Residual
N		154
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,50745064
Most Extreme Differences	Absolute Positive	,041
	Negative	-,037
Test Statistic		,041
Asymp. Sig. (2-tailed)		,200 ^{c,a}

Source: Research results, 2023

Based on Table 2. shows from the results of the Kolmogorov-Smirnov normality test, the resulting significant value is > 0.05 , which is equal to 0.200, which means that the data is normally distributed.

b. Multicollinearity Test

The multicollinearity test results can be seen in the following table:

Table 3. Descriptive Statistics

Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	4,353	1,733			
	Work stress	,398	,057	,474	,811	1,232
	Organisational culture	,129	,032	,259	,890	1,124
	Work environment	,108	,048	,158	,739	1,354

Source: Research results, 2023

Based on Table 3. shows the tolerance value of the work stress variable is 0.811, the organisational culture variable is 0.890, and the Work Environment variable is 0.739.

The VIF value of the work stress variable is 1.232, the organisational culture variable is 1.124, and the work environment variable is 1.354. Each variable gets a tolerance value greater than 0.10 and a VIF value smaller than 10, there is no multicollinearity between the unrelated variables in the regression model.

c. Heteroscedasticity Test

To predict the presence or absence of heteroscedasticity in a multiple linear regression equation can be seen from the scatterplot image on the SPSS output.

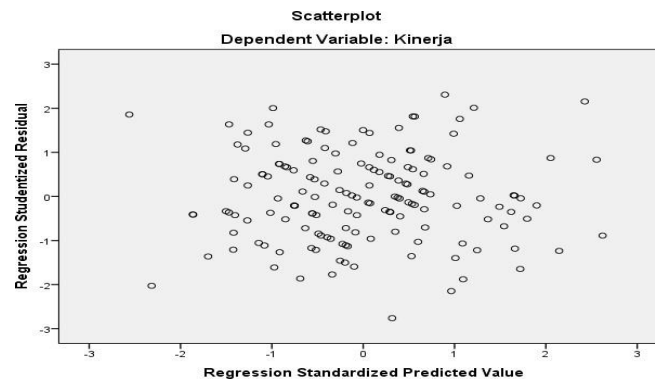


Figure 3. Scatterplot Graph
Source: Research results, 2023

Based on Figure 3. above, it appears that the dots are scattered randomly and do not form a clear pattern, either above or below the zero of the Y axis. Thus, it can be concluded that there are no symptoms of heteroscedasticity in the regression model. Heteroscedasticity test is also carried out using the Glejser Test. The test results are shown in Table 4.:

Table 4. Heteroscedasticity Test with Glejser Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,407	1,021		2,356	,020
Work stress	-,026	,033	-,070	-,779	,437
Organisational culture	,003	,019	,012	,134	,893
Work environment	,008	,028	,028	,298	,766

a. Dependent Variable: ABS_RES
Source: Research results, 2023

Based on Table 4. shows, the work stress variable has a substantial degree of $0.437 > 0.05$, organisational culture has a substantial degree of $0.893 > 0.05$, and the work environment has a substantial degree of $0.766 > 0.05$ which means free from heteroscedasticity.

3.3. Results of Research Data Analysis

Table 5. Multiple Regression Calculation Results

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	4,353	1,733	
Work stress	,398	,057	,474
Organisational culture	,129	,032	,259
Work environment	,108	,048	,158

Source: Research results, 2023

Based on Table 5., the multiple linear regression equation in this study is: Employee Performance = 4.353 + 0.398X1 + 0.129X2 + 0.108X3. From the above equation can be interpreted as follows: (a) The constant value of 4.353 means that if the independent variables consisting of work stress (X1), organisational culture (X2), and work environment (X3) are 0, then Employee Performance (Y) is 4.353. (b) Work stress (X1) has a positive effect on employee performance, with a regression coefficient of 0.398, which means that if work stress increases by 1 unit, employee performance also increases by 0.398 units with the assumption that organisational culture (X2) and work environment (X3) have a value of zero. (c) Organisational culture (X2) has a positive impact on employee performance, with a regression coefficient of 0.129, which means that if the organisational culture increases by 1 unit, employee performance will increase by 0.129 units assuming that the work stress variable (X1) and the work environment (X3) have a value of zero. (d) The work environment (X3) has a positive impact on employee performance, with a regression coefficient of 0.108 meaning that if the work environment increases by 1 unit, employee performance will increase by 0.108 units with the assumption that work stress (X1), and organisational culture (X2) have a value of zero.

3.4. Coefficient of Determination (R²)

Table 6. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,668 ^a	,447	,436	2,53240

Source: Research results, 2023

Based on Table 6, the Adjusted R Square value of 0.436 or 43.6% in the table above means that work stress, organisational culture and work environment can explain employee performance (Y) by 43.6% of the remaining 56.4% is explained by other factors not included in this study, such as leadership, work conflict, compensation, and others.

3.5. Simultaneous Hypothesis Testing (F-test)

Table 7. Determination Coefficient Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	776,535	3	258,845	40,362	,000 ^b
	Residual	961,958	150	6,413		
	Total	1738,494	153			

Source: Research results, 2023

Table 7. shows the value of Fcount (40.362) > Ftable (2.6649) with a degree of usefulness of 0.000 less than alpha 5% (0.05) which means that simultaneously work stress, organisational culture, and work environment have a substantial impact on employee performance at PT Otani.

3.6. Partial Hypothesis Testing (t-test)

Table 8. Determination Coefficient Test Results

Model		t	Sig.
1	(Constant)	2,511	,013
	Work stress	7,038	,000
	Organisational culture	4,017	,000
	Work environment	2,243	,026

Source: Research results, 2023

Based on Table 8., the partial test results are as follows: (a) Work stress (X1) The tcount value of the work stress variable is $7.038 > t_{table} (1.976)$ with a significance degree of $0.000 < (0.05)$ which means that the work stress variable partially has a significant positive effect on the performance of employees of PT Otani. (b) Organisational culture (X2) partially has a positive effect on the performance of employees of PT Otani with a tcount value of $4.017 > t_{table} (1.976)$ and a degree of usefulness of $0.000 < (0.05)$. (c) Work environment (X2) partially has a significant positive effect on the performance of employees of PT Otani with a tcount value of $2.243 > t_{table} (1.976)$ and a degree of usefulness of $0.026 < (0.05)$.

3.7. Discussion

The first study obtained that work stress has a significant positive impact on Employee Performance as evidenced by tcount ($7.038 > t_{table} (1.976)$) with a significance degree of $0.000 < (0.05)$. Thus, H1 is accepted. The positive direction means that an increase in work stress also increases employee performance. The results of this study are in line with the results of previous research from (Heruwanto et al., 2020), (Baidowi, 2021) with the results of the study, namely work stress have a positive effect on performance. To maintain that work stress has a positive impact on employee performance in the company, it is recommended to review workloads and work targets to suit employee abilities. difficult and excessive workloads, should choose leaders who are able to be fair and reasonable, provide adequate time and work equipment in completing work, minimise conflicts between individuals and leaders or work groups and provide appropriate compensation. (b) The results of the study proved that organisational culture has a positive impact on employee performance as evidenced by tcount ($4.017 > t_{table} (1.976)$) and the degree of usefulness of $0.000 < (0.05)$. The positive direction means that the better the organisational culture, the more employee performance increases, then the less good organisational culture, the employee performance will increase. The results of this study are in line with the research of Kautsar Jundy (2018) which states that organisational culture on employee performance. The results of this study are reinforced by the statement of (D. I. Wicaksono, 2020) stated that organisational culture and work stress have a positive effect on performance. (c) The results of testing the third hypothesis showed that the work environment influences employee performance as evidenced by the tcount ($2.243 > t_{table} (1.976)$) and the degree of usefulness of $0.026 < (0.05)$. Proof that the work environment variable influences employee performance is indicated by a significant level smaller than 0.05. The results of this study are in line with the opinion of (Heruwanto et al., 2020) with result work environment has positive and significant effect towards employee performance. Employee performance will be optimal if supported by a conducive work environment. Therefore, organisational leaders who have high creativity will be able to create a pleasant work environment for employees. (d) Simultaneous calculation is proven that work stress, organizational culture and work environment influence employee performance at PT Otani, this is evidenced by the value of Fhitung ($40.362 > F_{table} (2.6649)$) with a level of usefulness smaller than 0.05 which means that simultaneously proven work stress, organizational culture and work environment influence employee performance. The ability of work stress, organisational culture and work environment variables to explain employee performance (Y) is 0.436 or 43.6%, the remaining 56.4% is explained by other factors that are not included. other factors not included in this study, such as leadership, work conflict, compensation, and others.

4. CONCLUSION

The conclusions obtained from this study are partially shows that work stress variables have a positive and significant effect on employee performance at PT Otani. Partially

shows that organisational culture variables have a positive and significant effect on employee performance at PT Otani. Partially shows the work environment variable has a positive and significant effect on employee performance at PT Otani. Simultaneously, it shows that work stress, organisational culture and work environment variables affect employee performance at PT. Otani. The Adjusted R Square value is 0.436 which means that work stress, organisational culture and work environment can explain employee performance by 43.6%, the remaining 56.4% is explained by other factors not included in this study, such as leadership, work conflict, compensation, and others. The implications and contributions from the results of this study indicate that company need to pay attention to work stress management for their employees. Company can conduct training and mentoring programmes to help employees manage their work stress effectively. In addition, companies can also consider strategies that reduce work overload and ensure a work-life balance for employees. Companies need to encourage the development of a positive and supportive organisational culture. This can be done by building open and transparent communication, strengthening positive corporate values, and creating an inclusive and collaborative work climate. A positive organisational culture will provide encouragement for employees to perform better and contribute optimally. Companies need to ensure that the work environment provided supports employee well-being and performance. Companies can improve physical facilities, such as comfortable and ergonomic workspaces, recreational facilities, and good accessibility. In addition, it is also important to create a positive work environment that supports collaboration, communication and relationships between employees. Companies need to adopt a holistic approach in improving employee performance. Addressing only one variable will not provide optimal results. Companies need to pay attention to the interaction between these variables and design a comprehensive strategy to improve overall employee performance. The results of this study may encourage further research to deepen the understanding of the relationship between work stress, organisational culture, work environment and employee performance in the context of other companies or different industry sectors. By conducting broader research, we can identify common patterns and principles that apply widely, so that the results can be used as guidelines in managing employees and improving productivity in various organisations. Suggestions that can be given to further research based on the results of the study are that further researchers can continue research to find out other factors that affect employee performance. Because from the results of the above research it was found that work stress has the highest influence on employee performance, the company must do more stress management well so that employees can work comfortably in the company. It is hoped that the SI Management programme, Faculty of Economics, Prima Indonesia University can make this research a reference and reference for further research related to the variables studied in this study. For future researchers, it is better to include other variables besides work stress, organisational culture, work environment as predictor variables of employee performance. So that in the future more information can be obtained about the factors that can affect performance performance.

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