

The Impact Of Work Environment And Organizational Culture On Employee Performance Through Work Stress As An Intervening Variable In Pt Trans Pacific Petrochemical Indotama At Tuban

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Abstract. The title of this study is the impact of work environment and organizational culture on employee performance through work stress as an intervening variable in PT Trans Pacific Petrochemical Indotama at Tuban. The goals of this study isto determine the impact of work stress mediation in the relationship between work environment and organizational culture on employee performance. This study is performed quantitatively, with questionnaires as data collection methods. The population is 400 employees. Research samples used as many as 55 employees. Therefore, sampling uses the quota sampling method. Methods of research analysis using t-Test, F-Test, simple and multiple linear regression analysis as well as pathway analysis. The result showed that work environments were positively and not significantly impacted by employee performance, organizational cultures were positively and significantly impacted by employee performance and work stress. There's no significant effect of work stress on the relationship by work environment and organizational culture on employee performance.

Keywords: Employee Performance, Organizational Culture, Work Environment, Work Stress

1 Introduction

Employee performance is a measuring tool used to measure the quality of individual performance and company performance. Employee performance is define as an employee's action in contributing to the company [22]. The high and low quality of employee performance is influenced by various internal and external aspects of the company. These aspects can manifest as work stress, which is caused by feelings of pressure and burden in doing the tasks assigned by the company. Work stress is defined as the emergence of a sense of pressure in while performing any work activity [21]. Furthermore, a work environment is a location provided by the company for the performance of work activities. The work environment is divided into two parts: the physical work environment and a non-physical work environment [39]. Organizational culture is a culture that is believed by the organization and its members to achieve organizational goals. Organizational culture is a system in the form of values, beliefs, and assumptions that characterize an organization [33].

2 Literature Review

2.1 Employee performance

Performance is an action taken by an employee in his contribution to the company or organization. These contributions include timeliness, quantity, quality, attendance, work efficiency, interpersonal impact, ability to work in teams, and work results [22]. Performance is define as a systematic process of improving organizational performance by developing employee performance. Performance is intergrated into all management activities and contributes to the achievement of cultural change [5].

2.2 Work environment

The work environment is an important aspect that the company must consider in order to support optimal employee performance during work. The work environment is divided into two, namely the physical and non-physical work environment [39]. The physical work environment is related to the tasks assigned by the company as well as the working condition. The non-physical work environment is related to the relationship between the workforce and leadership.

2.3 Organizational culture

A Organizational culture serves as guide in the form of values and beliefs in carrying out business activities. Organizational culture is a system in the form of values, beliefs, and assumptions that characterize an organization [33].

2.4 Work Stress

Stress is a psychological process due to pressure from the surrounding environment [33]. Stress can have a negative or positive impact. Stress in a positive context can help increase oxygen to the body so that stress can

bring benefits in improving work quality and job satisfaction. However, in negative context stress can hinder the work of speaking and thinking.

3 Hypothesis Development

3.1 Influence of Work Environment on Employee Performance

The work environment is an important factor that the company must consider. A good work environment can affect the quality of work of employees and improve employee and organizational performance. Previous research, specifically [15], [49], and [26] explained that the work environment has a positive and significant impact on employee performance. Meanwhile, previous study by [4] stated that the work environment has a negative and significant impact on employee performance. According to [10] states that the work environment has a negative and insignificant impact on employee performance.

H1: It is suspected that the work environment has a positive and significant impact on employee performance.

3.2 The Influence of Organizational Culture on Employee Performance

Organizational culture is an factor that can influence employee work activities in the ups and downs of employee performance during work. Previous studies has shown that organozational culture has a positive and significant impact on employee performance, as demonstrated by [11], [34], [50], [36], [26], and [19].

H2: It is suspected that organizational culture has a positive and significant impact on employee performance

3.3 The Influence of Work Environment on Work Stress

An unsupportive work environment in every work activity of a company's employees can cause employees to feel depressed and stressed in carrying out their work. Previous research, namely [3], [28], [7], and [2] concluded that the work environment has a significant influence on work stress.

H3: It is suspected that there is a positive and significant effect of the work environment on work stress.

3.4 The Influence of Organizational Culture on Work Stress

Employees who are unable to adapt to the organizational culture may find it an obstacle in their work which leads to feelings of pressure and work stress. Several previous studies, including [1] concluded that organizational culture has a negative and significant impact on work stress. Meanwhile, [18] and [27] discovered that organizational culture has a positive and significant impact on work stress.

H4: It is suspected that there is a positive and significant impact of organizational culture on work stress.

3.5 The Influence of Job Stress on Employee Performance

Wroklpace pressure can cause stress, which can have apositive or negative impact on employee performance. Previous studies, including [48], [17], and [44] concluded that work stress has a negative and significant effect on employee performance. Meanwhile, [16], [23], and [30], found that work stress has a positive impact on employee performance.

H5: It is suspected that there is a negative and significant impact of work stress on employee performance

3.6 The Influence of Work Environment on Employee Performance through Work Stress

Companies that provide a good work environment for their employees will improve employee performance and reduce the occurrence of work stress felt by employees. Previous study by [28] and [17] concluded that the work environment has a direct influence on employee performance through work stress. While [7] concluded that the work environment has an indirect partial effect on employee performance through work stress. According to another study, [6] stated that job stress did not mediate the relationship between the work environment and employee performance.

H6: It is suspected that there is an indirect impact (mediating) of the work environment on employee performance through work stress.

3.7 The Influence of Organizational Culture on Employee Performance through Job Stress

The application of a good organizational culture in a company can help improve employee performance and reduce work stress by employees in adapting to the organizational culture. Previous study by [18] concluded that organizational culture has a direct influence on employee performance through work stress. Meanwhile, [47] and [12] concluded that organizational culture has an indirect influence on employee performance through work stress. According to [29] states that the influence of organizational culture on employee performance cannot be mediated by work stress as an intervening variable.

H7: It is suspected that there is an indirect (mediating) impact of organizational culture on employee performance through work stress.

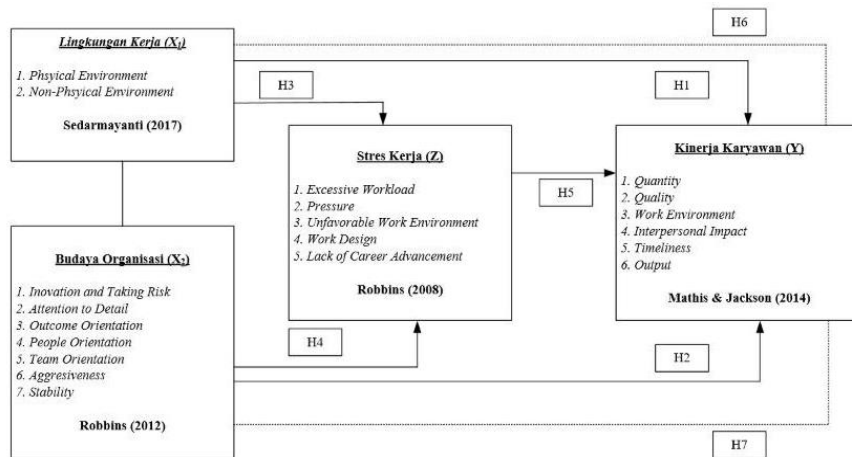


Fig.1 Research Framework

4 Research Methodology

This study uses quantitative research methods. The object of research is the employees of PT Trans Pacific Petrochemical Indotama. Collecting data using a questionnaire distributed online (form). Total questionnaire data were obtained by 55 respondents with a return rate of 100 percent. The study used a Likert scale with a weight of 1-5. The data analysis technique used SPSS with the help of SPSS 26 software.

5 Research Instrument Test

5.1 Validity test

The validity test is a measuring tool used to measure whether or not a research questionnaire data is valid [13]. Validity testing is calculated based on the item with the correlation of each item score with the variable score and calculated with the help of SPSS 26 software. In this study, the calculation uses a significance of 5 percent with a total of 55 employees respondents. This study shows $r_{table} = 0.265$. The research instrument will show valid information if r_{count} is greater than r_{table} . If the value of r_{count} is smaller than r_{table} , then the research instrument is said to be invalid. Based on these results, it can be said that all research indicators are valid because they have a value of more than 0.265.

5.2 Reliability Test

Cronbach Alpha is a method for testing reliability. Cronbach's alpha is greater than 0.6, indicating that the questionnaire responses are reliable. Cronbach's alpha value is less than 0.6, the questionnaire responses are not reliable. The statement of work environment variables, organizational culture, employee performance, and work stress has a Cronbach Alpha value greater than the significance value, which is 0.6. It can be concluded that the statement of the variables of work environment, organizational culture, employee performance, and work stress is reliable.

6 Data Analysis Method

6.1 Multicollinearity Test

The purpose of the multicollinearity test is used to evaluate the regression model, and determine whether there is a correlation between variables or not [13]. In this study multicollinearity testing is performed by analyzing the value of the Tolerance and Variance Inflation Factor (VIF). Result of the multicollinearity test using tolerance values and Variance Inflation Factor (VIF). This value indicates that the tolerance value is greater than 0.10 and or Vector Inflation Factor (VIF) shows a result of less than 10.00. This demonstrate that this regression model is free of multicollinearity issues and merits further investigation.

6.2 Heteroscedasticity Test

The heteroscedasticity test is used to determine the regression model whether there is an variance inequality between the residuals of another [13]. The result that shows the variance from the residual of one observation to another is fixed, known as homoscedasticity. Significant values for the variables of work environment, organizational culture, and work stress showed results of more than 0.05, implying that there was no heteroscedasticity in this regression model.

6.3 Normality test

The normality test is used to test the regression model to see if any residuals or confounding variables are found that have a normal distribution [13]. The t-test and F-test can be assumed as residual values that follow a normal distribution. The results of the Kolmogorov-Smirnov analysis test show a significance value of 0.200, indicating a normal distribution because the significant value is greater than 0.05.

6.4 Simple and Multiple Regression Analysis

Linear regression is a tool used to analyze the effect of changes in the independent and dependent variables, either alone or simultaneously [13].

6.5 Regression Model 1

The regression analysis model was used to determine the size of the influence of the work environment and organizational culture on work stress. With the formula $Z = a + b_1X_1 + b_2X_2$.

6.6 Model II Regression

Regression analysis model II is used to determine the size of the direct influence of the work environment and organizational culture on employee performance.

6.7 Simple Regression

Simple linear regression is used to see the size of the influence of the independent variable on the dependent variable [43]. Simple linear regression is often used for one independent variable and one dependent variable.

7 Hypothesis Testing

7.1 Individual Parameter Significance Test (t-Test)

The t-test was used to determine how far the influence of the independent variable was in explaining the variation of the dependent variable [13]. This test uses a significance level of 0.05 or 5%. Decision-making regarding the hypothesis is rejected or accepted.

7.2 Simultaneous Significant Test (F Test)

The F test is used to determine whether the independent variable has a concurrent effect on the dependent variable. This test uses a significance level of 0.05 or 5% [13].

7.3 Path Analysis

The path analysis is an extension of multiple linear analysis [13]. In other words, path analysis is used to test the intervening variable relationship by estimating the causality relationship between variables based on the theoretical basis.

8 Results and Discussion

8.1 Characteristics of Respondents Based on Gender

This study involved 55 employees at PT Trans Pacific Petrochemical Indotama. Respondents in this study were male as many as 43 people, the majority aged 31-40 years totaling 24 people, and the majority of marital status "married" as many as 44 people. The last education of the majority of the research respondents was undergraduate as many as 36 people and the majority of respondents' working years were 11-15 years as many as 21 people.

8.2 Descriptive Analysis of Research Variables

This study can be categorized the variables of work environment, organizational culture, and employee performance in the good category. Meanwhile, work stress is in the medium category. It is proven by the work environment having a mean of 4.04 in the good category, organizational culture variable with a mean of 3.55 in the good category, employee performance with a mean of 3.98 in the good category, and work stress with a mean of 3.23 with a medium mean.

8.3 Simple and Multiple Regression Analysis

Regression Model I.

The Adjusted R² is 0.078. The variables of the work environment and organizational culture can be interpreted to explain 7.8% of work stress. The remaining 92.2% is influenced by other variables.

Regression Model II

The Adjusted R² is 0.312. The variables of work environment and organizational culture can be interpreted to explain 31.2% of employee performance. The remaining 68.8% is influenced by other variables.

Simple Regression

The Adjusted R² is 0.118. The work stress variable can be interpreted to explain 11.8% of employee performance. The remaining 82.2% is influenced by other variables.

8.4 Regression Model 1

The regression analysis model I was used to calculate the extent to which the work environment and organizational culture influence work stress. With the formula $Z = a + b_1X_1 + b_2X_2$. The regression results were $Z = 2.379 - 0.126X_1 + 0.202X_2 + \epsilon$. **H3 is not proven**, because the work environment variable has a negative

effect (-0.126) and is not significant (0.576). **H4 is proven**, because the organizational culture variable has a positive (0.202) and significant (0.019) effect.

8.5 Regression Model II

Regression analysis model II was used to calculate the extent to which direct influence of the work environment and organizational culture on employee performance. The regression results were $Y = 1.980 + 0.261 X_1 + 0.140 X_2 + \epsilon$. **H1 is proven**, because the work environment variable has a positive effect (0.261) and significant (0.045). **H2 is proven**, because the organizational culture variable has a positive (0.140) and significant (0.004) effect.

8.6 Simple Regression

Simple linear regression is used to see the size of the influence of the independent variable on the dependent variable [43]. Simple linear regression is often used for one independent variable and one dependent variable. The regression results were $Y = 3.207 + 0.241 Z + \epsilon$. **H5 is not proven**, because work stress variable has a positive effect (0.241) and significant (0.006).

8.7 Path Analysis

Path analysis is used as a tool in analyzing to determine the mediating effect of work stress from the work environment and organizational culture on employee performance.

8.8 Sobel Test

To put mediation to the test, do the following:

1. The effect of work stress in mediating the relationship between the work environment and employee performance. Where the path coefficient is calculated using two structural equations, one of which is the regression equation which shows the hypothetical relationship.

$$Z = a + bX_1 \quad (1)$$

$$Y = a + bX_1 + bZ \quad (2)$$

The work environment shows the standardized coefficients beta value of 0.107 which is the path value of P2(a). the value of the standardized coefficients beta of the work environment is 0.441 which is the path value of P1 (c). The value of standardized coefficients beta work stress is 0.391 which is the path value of P3 (b). The effect of the mediation needs to be tested by Sobel with the following formula:

$$Sab = \sqrt{b^2sa^2 + a^2sb^2 + sa^2sb^2} \quad (1)$$

$$Sab = \sqrt{0.210^2 \cdot 0.200^2 + 0.156^2 \cdot 0.075^2 + 0.200^2 \cdot 0.075^2} \quad (2)$$

$$Sab = 0.046 \quad (3)$$

After that, the statistical t-test of the mediation effect was carried out in the following way:

$$t = \frac{ab}{sab} \quad (1)$$

$$t = \frac{0.156 \times 0.210}{0.200 \times 0.210} = 0.78 \quad (2)$$

According to the statistical t-test, the t_{count} value of 0.78 is less than the t_{table} value of 2.005 with a significance of 0.05. As a result, it is possible to conclude that work stress cannot act as mederator in the relationship between the work environment and employee performance. Where the coefficient in the relationship direct influence is 0.424. **It is not proven that H6** "it is suspected that there is a mediation and significant influence of work stress in the relationship between the work environment and employee performance".

2. Work stress role in mediating the relationship between organizational culture and employee performance. Where the path demonstrating the hypothetical relationship.

$$Z = a + bX_2 \quad (1)$$

$$Y = a + bX_2 + bZ \quad (2)$$

The value of organizational culture shows the standardized coefficients beta value of 0.325 which is the path value of P2(a). the value of the standardized coefficients of organizational culture beta is 0.463 which is the path value of P1(c). Meanwhile, the value of the standardized coefficients beta work stress is 0.215 which is the path value of P3(b). The effect of the mediation needs to be tested by Sobel with the following formula:

$$Sab = \sqrt{b^2sa^2 + a^2sb^2 + sa^2sb^2} \quad (1)$$

$$Sab = \sqrt{0.142^2 \cdot 0.071^2 + 0.177^2 \cdot 0.079^2 + 0.071^2 \cdot 0.079^2} \quad (2)$$

$$Sab = 0.018 \quad (3)$$

After that, the statistical t-test of the mediation effect was carried out in the following way:

$$t = \frac{ab}{sab} \quad (1)$$

$$t = \frac{0.177 \times 0.142}{0.071 \times 0.142} = 2.492 \quad (2)$$

Based on these acquisitions, the value of t_{count} is 2,492 which is greater than the value of t_{table} with a significance level of 0.05, which is 2,005. The mediation coefficient is equal to 0.025. It is possible to conclude that work stress can act as moderator in the relationship between organizational culture and employee performance. **It is Proven that H7** "It is suspected that there is a significant mediating effect of work stress on the relationship of organizational culture to employee performance."

Table 1. Recapitulation of Hypothesis Test Results

Hypothesis	Hypothesis	Descriptive
H1	There is a positive and significant effect of the work environment on employee performance	Proven
H2	There is a positive and significant influence of organizational culture on employee performance	Proven
H3	There is a positive and significant effect of the work environment on work stress	Not Proven
H4	There is a positive and significant influence of organizational culture on work stress	Proven
H5	There is a negative and significant effect of work stress on employee performance	Not Proven
H6	There is a significant mediating effect of work stress on the relationship between the work environment and employee performance	Not Proven
H7	There is a significant mediating effect of work stress on the relationship between organizational culture and employee performance.	Proven

9 Discussion

9.1 The Influence of Work Environment on Employee Performance

According to the data collected, the work environment has a positive and insignificant effect on employee performance. Based on the evidence of the work environment variable which has a t_{count} value of 2.054 with a significance of 0.045. Where the work environment has a positive and significant relationship to employee performance. With the assumption that all variables have a constant or zero value, a better work environment in an organization can increase employee performance by 0.261. Previous research backs up this study's finding that the work environment has a positive and significant influence on employee performance. The finding of this study are consistent with those of [15], [49], and [26].

This study was conducted on employees of PT Trans Pacific Petrochemical Indotama in order to prove the hypotheses discovered in this study using the previous theory. The work environment theory employs the [40] theory with indicators of the physical environment and non-physical environment. Employee performance theory employs [22] theory with indicators of quantity, quality, work efficiency, interpersonal impact, timeliness, and output. The first hypothesis states that "it is suspected that there is a positive and significant influence of the work environment on employee performance." **Proven.**

9.2 The Influence of Organizational Culture on Employee Performance

According to the data collected, the organizational culture has a positive and significant influence on employee performance. Based on the evidence of the organizational culture which has a t_{count} value of 2,970 with a significance of 0.004. Where the organizational culture has a positive and significant relationship to employee performance. With the assumption that all variables have a constant or zero value, a better or stronger organizational culture can increase employee performance by 0.140. Previous research backs up this study's finding that the organizational culture has a positive and significant influence on employee performance. The finding of this study are consistent with those of [11], [34], [50], [36], and [26].

This study was conducted on employees of PT Trans Pacific Petrochemical Indotama to find out if the hypotheses found in this study can be proven by previous theories. The organizational culture theory employ [32] theory with indicators of innovation and risk-taking, attention to detail, output orientation, people orientation, team orientation, aggressiveness, and stability. Employee performance theory employs [22] theory with indicators of Quality, Quantity, work efficiency, interpersonal impact, timeliness, and output. The second hypothesis states that "It is suspected that there is a positive and significant influence of organizational culture on employee performance." **Proven.**

9.3 The Influence of Work Environment on Work Stress

According to the data collected, the work environment has a negative and insignificant effect. Based on the evidence of the work environment which has $t_{\text{count}} -0.562$ with a significance of 0.576. Where the work environment has a negative and significant relationship to employee performance. Previous research backs up this study's hypothesis that the work environment has a positive and significant influence by [3] and [28]. Meanwhile, previous research backs up this study's research that the work environment having a negative and insignificant effect on work stress was carried out by [7] and [2].

This study was conducted on employees of PT Trans Pacific Petrochemical Indotama to find out the hypotheses found in this study by proving using the previous theory. The work environment theory employ [40] theory with indicators of the physical environment and non-physical environment. Employee performance employs [22] theory with indicators of quantity, quality, work efficiency, interpersonal impact, timeliness, and output. The third hypothesis states that "it is suspected that there is a positive and significant influence of the work environment on work stress." **Not proven.**

9.4 The Influence of Organizational Culture on Work Stress

According to the data collected, the work environment has a positive and significant effect. Based on the evidence of the organizational culture which has a t_{count} of 2,426 with a significance of 0.019. Where the organizational culture has a positive and significant relationship to work stress. With the assumption that all variables have a constant value of zero, a better or the lack of organizational culture can affect work stress by 0.202. Previous research backs up this study's finding that organizational culture has a positive and significant influence on work stress. The finding of this study are consistent with those of [1], [18], and [27].

This study was conducted on employees of PT Trans Pacific Petrochemical Indotama to find out the hypotheses found in this study by proving the theory in previous studies. The organizational culture theory employs [32] theory with indicators of Innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. Work stress employs [31] theory with indicators of excessive workload, pressure, unfavorable work environment, job responsibilities, and work design. The fourth hypothesis states that "it is suspected that there is a positive and significant influence of organizational culture on work stress" is **proven.**

9.5 The Influence of Work Stress on Employee Performance

According to the data collected, work stress has a positive and significant effect. Based on the evidence of the work stress variable which has a t_{count} of 2.866 with a significance of 0.006. Where work stress has a positive and significant relationship to employee performance. With the assumption that all variables have a constant value of zero, work stress can affect employee performance by 0.241. Previous studies do not support the results of research that state that work stress has a positive effect on employee performance. The research was conducted by [48] and [44]. Meanwhile, previous research backs up this study's research that work stress has a negative and significant effect on employee performance was carried out by [16], [23], and [30].

This research was conducted on employees of PT Trans Pacific Petrochemical Indotama, to find out the hypotheses found in this study by proving the previous theory. The theory of work stress employ [31] theory with indicators of excessive workload, pressure, unfavorable work environment, job responsibilities, and work design. Employee performance employs [22] theory with indicators of quantity, quality, work efficiency, interpersonal impact, timeliness, and output. The fifth hypothesis states that "it is suspected that there is a negative and significant effect of work stress on employee performance." **Not proven.**

9.6 The Influence of Work Stress as a Mediation on the Relationship of the Work Environment to Employee Performance

According to the data collected, work stress cannot mediate the relationship between the work environment and employee performance. Based on the evidence, the t_{count} value is 0.78 which is less than the t_{table} value of 2.005, which indicates that there is no mediating effect of work stress on the relationship between the work environment and employee performance. The work environment has a direct effect of 0.424 on employee performance. Previous research backs up this study's hypothesis that work stress can mediate the relationship between the work environment and employee performance was conducted by [7]. Meanwhile, previous research backs up this study's finding that there is a no mediating effect on the relationship between the work environment and employee performance by [28], [6], and [17].

This study was conducted on employees of PT Trans Pacific Petrochemical Indotama to find out the hypotheses found in this study by proving them through previous theories. The work stress theory employ [31] theory with indicators of excessive workload, pressure, unfavorable work environment, job responsibilities, and work design. The work environment employs [40] theory with indicators of quantity, quality, work efficiency, interpersonal impact, timeliness, and output. Employee performance employs [22] theory with indicators of quantity, quality, work efficiency, interpersonal impact, timeliness, and output. The sixth hypothesis states that "there is a mediating effect of work stress on the relationship between the work environment and employee performance." **Not proven.**

9.7 The Influence of Work Stress as a Mediation on the Relationship of Organizational Culture to Employee Performance

According to the data collected, work stress can mediate the relationship between organizational culture and employee performance. Based on the evidence, the t_{count} value of 2,492 is greater than the t_{table} of 2,005, which indicates that there is a mediating effect between work stress on the relationship between organizational culture and employee performance. Previous research backs up this study's finding that there is a mediating effect of work stress on organizational culture and employee performance was conducted by [47] and [12].

This study was conducted on employees of PT Trans Pacific Petrochemical Indotama to find out the hypotheses found in this study by proving the previous theory. The theory of work stress employ [31] theory with indicators of excessive workload, pressure, unfavorable work environment, job responsibilities, and work design. Organizational culture employ [32] theory with indicators of innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. The theory of employee performance employs [22] theory with indicators of quantity, quality, work efficiency, interpersonal impact, timeliness, and output. The seventh hypothesis states that "there is a mediating effect of work stress on the relationship between organizational culture and employee performance" is **Proven**.

10 General Discussion

The results of this study indicate individual perceptions related to work environment variables, organizational culture, employee performance, and work stress. The data collected were 55 questionnaires by distributing online questionnaires via a form to employees of PT Trans Pacific Petrochemical Indotama Tuban. In previous studies, there were differences in the use of theory for each variable, the analytical tools used, the research locations, and the results of the research.

There are seven hypotheses tested in this study. The results of the analysis carried out stated that four of the seven proposed hypotheses were proven and three of the seven proposed hypotheses were not proven. In the results of the proven hypothesis, stating that there is a positive and significant effect of the work environment on employee performance, there is a positive and significant influence of organizational culture on employee performance, there is a positive and significant influence of organizational culture on work stress, and there is an indirect influence of culture organizational performance on employee performance through job stress. The results of the unproven hypothesis state that there is a positive and insignificant effect of the work environment on work stress, there is a positive and significant effect of work stress on employee performance, and there is a direct influence of the work environment on employee performance through work stress. In the previous research, there are research variables that have similarities with research variables that have been carried out by researchers at PT Trans Pacific Petrochemical Indotama Tuban.

This study uses [40] for work environment variables, [32] theory for organizational culture variables, [22] theory for employee performance variables, and [31] theory for work stress variables. Thus the theory contained in the research framework and the results show that the theory has been proven in a series of hypothesis testing in this study.

11 Closing

11.1 Conclusion

Based on the results of the analysis and discussion in this study, it can be concluded that: The work environment has a positive and significant influence on employee performance. Organizational culture has a positive and significant influence on employee performance. The work environment has a negative and insignificant effect on work stress. Organizational culture has a positive and significant effect on work stress. Job stress has a positive and significant effect on employee performance. Job stress does not mediate the effect of the work environment on employee performance. Job stress mediates the influence of organizational culture on employee performance.

11.2 Suggestion

Based on the results of data analysis and discussion in this study, it can provide useful suggestions for PT Trans Pacific Petrochemical Indotama Tuban, namely: In improving the conditions of the work environment, organizations can improve the non-physical work environment by paying attention to the relationship between employees and employees, as well as employees with superiors. And the organization can provide a comfortable environment as a support in carrying out work activities. If this is done, it can create a good working environment for the sustainability of the organization and employees. In improving organizational culture, organizations can improve it in terms of innovation and risk-taking. Where the organization can improve it by rewarding employees who have dared to take risks and innovation in their work, and appreciate employees who have dared to take risks, but failed. If this is done, it will create a good organizational culture. By improving employee performance, organizations can improve the quality of employees. Where the organization can improve the ability of employees

to complete work following work standards, overcome various difficulties of work, and increase accuracy in work. If this is done, it will create a good and high level of employee performance in the sustainability of the organization and employees. In minimizing work stress, organizations can minimize it by paying attention to employees in carrying out their responsibilities. Where can pay attention to how employees complete their responsibilities, employee courage in carrying out responsibilities, and overcoming various work errors. If this is done, it will minimize the high level of work stress.

12 Research Limitations

In conducting this research, the researcher experienced research limitations, namely: The sample used by the researcher was very limited and the number was small, so the results of this study were less representative. This study has hypotheses that are not all proven, three hypotheses are rejected. Where this can occur due to errors in sampling and or errors in data interpretation.

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