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The Influence Of Organizational Culture, Work Stress, And Workload On The Performance Of Civil Servants At Public Health Centers In Mukomuko Regency

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ABSTRACT

This study aims to examine the influence of organizational culture, work stress, and workload on the performance of civil servants at public health centers (Puskesmas) in Mukomuko Regency. A quantitative explanatory approach was applied, involving 263 respondents from 17 active Puskesmas as the research sample. Data were collected through questionnaires that had been tested for validity and reliability, ensuring the accuracy and consistency of measurement. The multiple linear regression analysis revealed that organizational culture and workload have a positive and significant effect on employee performance, while work stress does not show a significant impact. The coefficient of determination (R^2) value of 0.692 indicates that 69.2% of performance variations can be explained by the three independent variables, while the remaining 30.8% is influenced by other factors outside the model. The findings emphasize that a strong organizational culture and balanced workload are key drivers of performance improvement in public health organizations. Meanwhile, stress at an adaptive level can be managed effectively without reducing work outcomes. These results offer managerial insights for strengthening employee performance in government health institutions.

INTRODUCTION

Community Health Centers (Puskesmas) are strategic primary healthcare facilities within the Indonesian healthcare system. Puskesmas provide not only curative but also preventive and promotive services to the community. The performance of civil servants working at Puskesmas significantly impacts the effectiveness and efficiency of healthcare services. High service demands, limited human resources, and limited infrastructure often lead to significant work pressure. Phenomena such as service delays, patient complaints, and low public satisfaction are

indicators of employee performance issues. In this regard, a strong organizational culture, low levels of work stress, and a proportionate workload are key to ensuring optimal employee performance.Organizational culture is a set of values, norms, and practices that develop in the workplace and shape how employees behave. According to Robbins and Judge (2017), a positive organizational culture can increase employee loyalty and integrity and influence work attitudes and motivation. In Puskesmas, cultural values such as discipline, teamwork, and concern for patients are crucial for maintaining service quality.

Occupational stress is a state of emotional and physical tension resulting from a mismatch between job demands and employee capabilities. Luthans (2011) stated that chronic work stress reduces productivity and increases the risk of burnout. In community health centers (Puskesmas), factors causing work stress include high administrative burdens, busy work schedules, and a mismatch between expectations and work reality.

Workload refers to the number and complexity of tasks that must be completed within a given time. Tarwaka (2015) differentiates between physical and mental workload, both of which impact employee health and performance. Excessive workloads that are not balanced with employee capacity have the potential to lead to service errors and reduce the quality of public services. Employee performance essentially describes the work results achieved by an individual, both in terms of quality and quantity, in carrying out their assigned responsibilities. Robbins (2006) views performance as the level of individual success in carrying out their assigned tasks, which can be measured across several dimensions, including quantity of work output, quality, timeliness, and effectiveness of resource utilization. In other words, performance not only assesses the amount of work completed but also emphasizes quality, accuracy, and the extent to which the work contributes significantly to achieving organizational goals.

Nationally, the issue of civil servant (ASN) performance in the public service sector, including health, remains a major concern. A report from the Ministry of Administrative and Bureaucratic Reform (2022) revealed that weaknesses persist in the discipline, work ethic, and productivity of civil servants across various sectors. In the health sector, this issue is clearly evident in the frequent public complaints regarding delays in service delivery, poor staff friendliness, and suboptimal communication quality. A 2021 Indonesian Ombudsman survey even showed that the health sector is one of the sectors receiving the most public complaints regarding employee attitudes and behavior.

At the Bengkulu Province level, the problem of a shortage of healthcare workers is increasingly apparent. According to data from the Bengkulu Central Statistics Agency (2022), the healthcare workforce ratio is still less than ideal, with the ratio of general practitioners to residents being recorded at approximately 1:5,000. This situation has serious consequences, as the service burden must be borne by a relatively small number of employees. Staff at Community Health Centers (Puskesmas) often face long queues of patients daily, coupled with administrative tasks such as data recording, activity reporting, and filling out health information systems.The problems encountered at the national and provincial levels are also reflected in Mukomuko Regency. The Mukomuko Health Office Performance Report (2023) noted that the limited number of civil servant medical personnel is one of the biggest obstacles to optimizing healthcare services. Community Health Centers in this regency generally have a limited number of employees, despite the relatively extensive coverage area and the growing number of residents served. This situation forces employees to multitask, performing various functions simultaneously.

Field observations (2025) at the Mukomuko Regency Community Health Center (Puskesmas) revealed real issues related to the performance of civil servants. The public frequently complained about long queues for services and delays in patient care. Some civil servants were seen absent or absent from the clinic during working hours, creating the impression of a lack of discipline. This situation was exacerbated by the limited number of medical personnel, particularly doctors, whose numbers were not commensurate with the need.

The distribution of doctors was also uneven across the Community Health Centers (Puskesmas), resulting in inequities in service delivery. Patients were often forced to purchase medication from private pharmacies due to unavailability of supplies at the Puskesmas. In terms of work culture, morning roll call and discharge roll call were not routinely held, indicating a weak commitment to organizational regulations. Furthermore, the process of referring patients through the integrated referral system (SISRUTE) to the referring Regional General Hospital (RSUD) or other hospitals was slow, prolonging patient waiting times. These various phenomena illustrate serious problems in the dimensions of employee discipline, compliance, punctuality, and work effectiveness.

Previous research has shown a significant relationship between organizational culture, job stress, and workload on performance. Sari (2022) found that organizational culture plays a role in increasing the work motivation of Community Health Center employees. Putra (2020) and Hamid (2020) stated that job stress is a major cause of low civil servant performance. Yusuf (2019) and Amelia (2022) demonstrated that excessive workload leads to decreased work effectiveness.

LITERATURE REVIEW

Employee Performance

Employee performance is a central construct in human resource management studies because it reflects the achievement of organizational goals through individual behavior and output. (Robbins, 2006) explains that performance is not simply a quantitatively measurable outcome, but also encompasses work quality, timeliness, efficiency, and the alignment of employee actions with organizational standards and goals. From this perspective, performance is understood as the result of the interaction between individual abilities, motivation, job opportunities, and organizational conditions that shape daily work behavior. (Gibson, Ivancevich, Donnelly, & Konopaske, 2012) further elaborates that employee performance does not exist in isolation but is influenced by the interaction of various factors. The three main factors mentioned are individual ability, work motivation, and organizational support. Individual ability relates to skills, education, and work experience. Motivation relates to internal motivation and external encouragement such as incentives, rewards, or career systems. Meanwhile, environmental support includes work facilities, supportive leadership, and a conducive organizational climate. If these three factors are met, employees will more easily achieve high performance standards. Research (Rahman & Nurhayati, 2022) found that the performance of healthcare workers in community health centers is significantly influenced by their communication skills with patients, adherence to service procedures, and discipline in implementing work schedules. Another finding from (Putra, Suryani, & Santoso, 2020) confirms that employee performance will improve if the organization is able to manage workloads proportionally and provide a fair reward system. Employees who feel appreciated for their contributions will be more motivated to perform well. Conversely, if the workload is excessive and rewards are inadequate, employees tend to work simply to fulfill obligations without demonstrating initiative or creativity. These findings align with the modern view that employee performance is influenced not only by technical factors but also by psychological and social factors.

Organizational Culture

Organizational culture can be understood as a foundation that shapes patterns of behavior, ways of thinking, and interactions within an organization. Organizational culture is a system of shared values embraced by organizational members, which then differentiates one organization from another (Robbins & Judge, 2017).

According to (Robbins & Judge, 2017), organizational culture can be measured through several key indicators that reflect the values and work behaviors within the organization. These indicators include innovation and risk-taking, namely the extent to which the organization encourages employees to be creative, try new approaches, and dare to take calculated risks, such as medical personnel at a community health center who are given the space to develop technology-based outreach methods. Attention to detail reflects thoroughness and precision in task execution, such as the accuracy of recording medical records. Results orientation emphasizes target achievement over process, for example, success in immunization coverage or reducing stunting rates. Furthermore, people orientation indicates the extent to which the organization considers the well-being and job satisfaction of its employees through moral support and incentives. Team orientation reflects interdivisional collaboration and cross-functional cooperation, such as synergy between clinics in integrated services. Aggressiveness reflects an organization's drive to compete and proactively achieve performance indicators, particularly in the implementation of UKM and UKP programs. Finally, stability emphasizes the importance of maintaining consistency and sustainability of public services. Overall, these seven indicators play a crucial role in shaping an organizational culture that is effective, adaptive, and aligned with the goals of health services at the Community Health Center (Puskesmas).

According to Schein (2010), organizational culture is formed through group experiences in addressing various challenges. When an organization faces external challenges, such as pressure from society or demands of environmental change, and internal challenges such as conflict or differing interests among employees, solutions deemed successful are usually institutionalized and become habits. Over time, these habits develop into shared values and norms. When new members join, these values are taught as guidelines for behavior. In this way, organizational culture is passed down from one generation to the next.

Contemporary research confirms this, stating (Al-Musadieq, Raharjo, Solimun, & Fernandes, 2018) that a healthy organizational culture creates harmonious work relationships and increases employee motivation. Research by (Fitriani, 2022) also shows that healthcare employees who work in an environment with a strong organizational culture are better able to manage stress, have high loyalty, and show better performance compared to employees who are in a weak organizational culture.

Job Stress

Job stress is an adaptive response influenced by individual differences, resulting from external or internal demands perceived as excessive. This definition emphasizes that job stress is not simply a matter of physical fatigue, but rather a complex psychological response that varies from person to person (Luthans, 2011).

According to (Luthans, 2011), job stress can be identified through several key indicators that describe the psychological and physical pressure experienced by employees in carrying out their duties. These indicators include work overload, which is excessive or complex work demands that exceed individual capacity; time pressure, when employees must complete work within a very limited timeframe; and role conflict, which is a mismatch between organizational expectations and the employee's abilities or position. Furthermore, role ambiguity is also a source of stress when employees do not clearly understand their duties, responsibilities, and authority. A lack of social support, whether from superiors or coworkers, exacerbates stress because employees feel they are not receiving adequate moral or technical support. Finally, a less conducive work environment, both physically and psychologically, can increase stress and reduce work satisfaction. Overall, these factors contribute to the emergence of work stress, which impacts employee motivation and performance.

According to (Sonnentag, Venz, & Casper, 2020), stress is differentiated into eustress and distress. Eustress is moderate stress that actually motivates employees to perform better, for example when facing challenging but realistic targets. Conversely, distress is excessive stress

that causes fatigue, reduces concentration, and even leads to burnout. Burnout itself is defined as a state of chronic emotional, physical, and mental exhaustion resulting from long-term exposure to work stress. In the healthcare sector, the phenomenon of burnout is increasingly relevant. Research (Giorgi et al., 2019) shows that healthcare workers in various countries face a high risk of work stress due to having to deal with patient pressure, limited facilities, and administrative demands. Similar findings also occurred in Indonesia. (Wulandari & Sari, 2022) found that healthcare workers in community health centers experience significant levels of stress, primarily due to a disproportionate patient load compared to the number of employees and mounting administrative obligations. Employees who experience work stress tend to show decreased performance in aspects of accuracy, speed of service, and patient satisfaction.

Workload

Workload is a crucial factor determining the extent to which an employee is able to perform at their best. Generally, workload can be understood as the totality of tasks, responsibilities, and job demands that must be handled by an individual or group within a specific time period. (Tarwaka, 2015) explains that workload is a collection of activities that must be completed using skills, energy, and thought, the extent of which is influenced by job demands and the employee's capacity. From this definition, it can be understood that workload reflects not only the amount of work but also whether or not the work matches the individual's abilities.

(Gibson et al., 2012) outline that workload consists of two main dimensions: quantitative workload and qualitative workload. Quantitative workload relates to the amount of work to be completed, such as the number of patients a healthcare professional must serve in a day. Meanwhile, qualitative workload relates to the level of difficulty or complexity of the work, for example, medical cases requiring in-depth analysis or administrative work with detailed reporting. Both can cause significant stress if not commensurate with employee capacity.

Recent research has examined workload more comprehensively. Kurniawan, Sutrisno, & Nugroho (2020) emphasized that workload is influenced not only by the number of tasks, but also by limited resources, uneven work distribution, and inadequate organizational support. They found that healthcare workers with high workloads tend to experience decreased performance, both in terms of service quality and patient interactions. This aligns with research by Dewi (2021), which shows that healthcare workers who must handle the dual tasks of clinical and administrative services are more susceptible to physical and mental fatigue, which then impacts the quality of primary healthcare services.

According to Tarwaka (2015) and Gibson et al. (2012), workload encompasses various aspects that describe the task demands an employee must meet in carrying out their work. Workload indicators include physical workload, namely the amount of motor activity and energy expended in completing tasks; mental workload, which relates to cognitive demands such as concentration, decision-making, and analytical skills; and time workload, namely the pressure arising from limited time to complete work. Furthermore, work volume reflects the number of tasks that must be completed within a given period, while work complexity reflects the level of difficulty or complexity of the tasks faced, both in medical and administrative aspects. Overall, these five indicators play a significant role in determining an employee's workload and can influence their effectiveness and performance in the workplace.

METHODS

This type of research uses an explanatory quantitative approach. This design aims to explain the causal relationship between the independent variables (organizational culture, work stress, and workload) and the dependent variable (employee performance). According to (sugiyono, 2017), explanatory quantitative research is used to test existing theories and generate generalizations that can be used to explain specific phenomena. This design allows researchers

to measure the influence of each independent variable partially and simultaneously on the dependent variable through statistical analysis.

1. sampling: the study population included all civil servants working at 17 community health centers (puskesmas) in mukomuko regency, totaling 532 people (mukomuko health office, 2025). The sampling technique used proportionate stratified random sampling with the slovin formula and a 5% error rate, resulting in 263 respondents. This approach was used to ensure that each community health center was proportionally represented as the research's unit of analysis.
2. data collection: data were collected using a structured questionnaire with a five-point likert scale to measure respondents' perceptions of each research variable. In addition, direct observation of service activities and documentation studies of performance reports and employee administrative data were conducted to validate the questionnaire results. The combination of these three techniques was used to improve the accuracy, objectivity, and reliability of the research data.
3. data analysis was conducted using ibm spss version 25, including instrument validity and reliability tests, descriptive analysis, multiple linear regression, and hypothesis testing (t-test, f-test, and coefficient of determination r^2).

RESULTS

Characteristics Respondents

Table 1 Profile Demographic Respondents Government employees Community Health Center Mukomuko Regency

Characteristics	zategory	*Frequency*	*Percentage (%)*
Gender	Man	63	23.95
	Woman	200	76.05
Age (Years)	18–25	32	12.17
	26–35	91	34.60
	36–45	94	35.74
	>45	46	17.49
Education	SENIOR HIGH SCHOOL	24	9.13
	D3	119	45.25
	S1	97	36.88
	S2	23	8.74
Years of service	<3 years	43	16.35
	>4 years	220	83.65

Source : Research Results , 2025

From the side type gender, results study show that respondents Woman dominate with proportion of 76.05%, while man only 23.95%. Dominance power Work Woman This in line with characteristics profession health at the level service base , where the position nurses and midwives more Lots filled by women. Conditions This show that sector health in the area Still dominated by demanding professions level empathy , patience , and thoroughness tall characteristics that often identified with power Work women . This also has implications to formation culture collaborative and communicative work in the environment Community Health Center. Based on age, majority respondents are in the range of 26–45 years, which is cumulative reach more of 70% of the total respondents . Group age This classified as productive , showing that part big employee is at the stage mature career with ability adaptation tall to change policy and technology service health . Meanwhile that , group age over 45 years contribute in give stability and experience work that becomes source knowledge for generation young . Balance

between generation This reflect pattern synergistic work between power dynamic young people and experienced senior staff, Seen from level education , some big respondents own background Diploma (D3) background was 45.25%, followed by Bachelor's (S1) at 36.88%, while high school and Master's degrees were 9.13% and 8.74% respectively. This show that power health in the Regency Mukomuko has own competence adequate academics, esp in field nursing , midwifery , and administration health . The presence of respondents with Masters education also indicates improvement capacity managerial at the level Community Health Center, which plays a role important in planning , coordination , and evaluation of health programs area.

Temporary that, from working period side, the majority respondents (83.65%) have Work more from four years, while 16.35% have a working period of less than three year . This is reflect level loyalty and stability power high employment in the sector public . Long working period relate with commitment affective namely attachment emotional to organizations that can impact positive to performance and effectiveness service . Combination between employee experienced and employees new create balance between stability and innovation in system service health at the Community Health Center.

Validity test

Validity test done For ensure that every grains statement in questionnaire capable measure the variables in question in a way accurate and consistent . Instrument declared valid if mark item correlation (r count) more big from r table at level significance of 0.05, which indicates that every statement own significant relationship with a total score the variables. With amount respondents as many as 263 people, the r value of the table used is 0.120. The results of the validity test For all over variables research , namely Culture Organization (X_1), Stress Work (X_2), Workload (X_3), and Employee Performance (Y), are presented in Table 2 below.

Table 2 Validity Test Results Instrument Study

Variables	Number of Items	Range Correlation (r count)	r Table (N=263, α=0.05)	Significance (p)	Information
Culture Organization X_1	10	0.636 – 0.885	0.120	0.000	Valid
Stres Work (X_2)	10	0.539 – 0.882	0.120	0.000	Valid
Workload (X_3)	10	0.392 – 0.895	0.120	0.000	Valid
Employee Performance (Y)	10	0.514 – 0.916	0.120	0.000	Valid

Source : SPSS Data Processing Results, 2025

Test results against 263 respondents show that all items on all four variables own mark correlation significant with a total score variable ($p < 0.05$), which means all grains statement declared valid. In special , variable culture organization (X_1) has mark correlation between 0.636–0.885, shows that each item individually consistent represent values Work like discipline, work The same team and commitment services in the environment Community Health Center Mukomuko Regency . Findings This indicates that culture organization has become system values that live and are carried out in a way collectively by employees in various Community Health Center. Next , test the validity to variables stress work (X_2) shows range correlation 0.539–0.882 with significance $p = 0.000 < 0.05$. This result confirm that all indicators such as pressure time , load emotional, and conflict role in a way empirical describe condition real in the field . Although employee face burden Work high, especially in Community Health Centers maintenance with amount patient big, some big capable manage stress with Good blessing support social and communicative leadership. Meanwhile that , variable burden work (X_3) which includes aspect physical, mental, and time work, also shows validity tall with correlation between 0.392–0.895. This is reflect suitability between perception respondents and reality operational in

the field, where the intensity and complexity work different interregional Community Health Center. As for the variables performance employee (Y) shows validity test results with correlation 0.514–0.916 and p = 0.000 < 0.05, indicating that all indicators include quality work , discipline, responsibility responsibility and ability valid adaptation in measure performance current employees. In general , employees show level good performance with dedication tall to service community. Validity test results fourth variables in a way overall strengthen conclusion that instrument study own high reliability and relevance For measure dynamics organization , pressure work, load tasks , as well as performance employees in the sector service health public . With Thus , the data obtained can accountable in a way scientific and used For analysis advanced in study This.

Reliability Test

Reliability test done For evaluate level internal consistency between statement items in every variables research . High reliability show that questionnaire can trusted and produces stable data when used repeatedly in condition similar. Testing done use Cronbach's Alpha coefficient , with criteria that something instrument stated reliable if Cronbach's Alpha value ≥ 0.60.

Table 4 Reliability Test Results Instrument Study

Variables	Cronbach's Alpha	Number of Items (N)	Criteria	Information
Culture Organization X_1	0.949	8	> 0.70	Very Reliable
Stres Work (X_2)	0.939	8	> 0.70	Very Reliable
Workload (X_3)	0.918	8	> 0.70	Very Reliable
Employee Performance Y	0.955	8	> 0.70	Very Reliable

Source : SPSS Data Processing Results, 2025

Based on results testing in Table 4.5, all variables study show mark *Cronbach's Alpha* is above 0.90, which means that all over instrument own level very high internal consistency and can trusted For measure every constructs being studied . Variables Culture Organization (X_1) has mark reliability 0.949, indicating strong connection between grains statement related values work, norms, and behavior collective employee. This is reflect culture work in the environment Community Health Center Mukomuko Regency is solid and consistent across various service units .Variables Stres Work (X_2) obtains value 0.939, indicating consistency answer respondents to indicator pressure work, conflict role , and fatigue emotional . Employees with work period more from 10 years show stability perception highest , which indicates ability adaptation to pressure good job. Next , Workload (X_3) with the value of 0.918 also shows very high reliability . This is means statement about amount task , time work, and level difficulty work perceived in a way uniforms by employees from various health center. Employees age productive show ability adaptation best to intensity burden Work Good physique and mental. Temporary that , Employee Performance (Y) has highest Cronbach's Alpha value namely 0.955, confirms that indicator like discipline, responsibility responsibility, productivity , and quality service own very strong internal relationships. These results indicates that respondents own consistent perception to evaluation performance in the environment Work they . In a way overall , reliability test results show that all over variables in study This own excellent reliability (α > 0.90) . With Thus , the instrument questionnaire worthy used For stage analysis furthermore Because has fulfil condition internal consistency and reliability measurement .

Analysis Descriptive

Analysis results descriptive show that culture organizations at the Community Health Center Mukomuko Regency is classified as high (mean = 4.21), reflecting internalization values good work in the environment employee . Stress Work is in the category moderate (mean =

2.78), which shows that pressure Work Still within reasonable limits and not bother productivity . Workload is also classified as high (mean = 3.91), however still can managed in a way effective by employees . Temporary that , performance employee show category high (mean = 4.07), indicating performance good job in implementation duties and services to society . In general general , results This indicates that balance between culture strong organization , management burden optimal work , and level stress moderate work contribute positive to improvement performance employee.

Multiple Linear Regression

Analysis results regression show that in a way simultaneous variables culture organization (X_1), stress work (X_2), and load work (X_3) has an effect to performance employee (Y) at the Community Health Center Mukomuko Regency. In general partial, culture organization and burden Work proven influential positive and significant to performance employees , while stress Work No influential significant . Coefficient regression culture organization of 0.822 shows that the more strong values organization like discipline , work the same , and responsibility answer , then the more high performance employee. Workload (B = 0.187) also has an influence positive and significant , which means improvement burden proportional work can increase performance through a sense of responsibility responsibility and motivation work . On the other hand , stress work (B = 0.003; Sig = 0.964) no influential significant , indicating that pressure Work Still is at within functional limits and capable managed in a way both by employees.

Table 5 Multiple Linear Regression Test Results

Variables	Coefficient Regression(B)	Std. Error	t count	Sig.	Information
(Constant)	0.623	2,008	0.310	0.757	Not significant
Culture Organization (X_1)	0.822	0.040	20,639	0,000	Significant
Stres Work (X_2)	0.003	0.062	0.045	0.964	Not significant
Workload (X_3)	0.187	0.061	3,081	0.002	Significant

Equality Regression :

T-Test (Partial)

Partial t-test used For identify the influence of each variable independent to variables dependent in a way separate . In research this , variable independent consists of from culture organization (X_1), stress work (X_2), and load work (X_3), whereas variables its dependents is performance employee (Y). Testing done with compare mark significance (Sig.) of each variables with level 95% confidence (α = 0.05). If the value significance < 0.05 then H_0 rejected (meaning variables influential significant to performance), and if > 0.05 then H_0 accepted (not influential significant). The results of the t-test calculation with SPSS program assistance is shown in Table 6 below This .

Table 6 t-Test Results (Partial)

Variables	B (Unstd .)	Std. Error	Beta (Std.)	t-count	Sig.	Decision
(Constant)	0.623	2,008	—	0.310	0.757	—
Culture Organization (X_1)	0.822	0.040	0.898	20,639	0,000	Reject H_0 (Significant +)
Stres Work (X_2)	0.003	0.062	0.003	0.045	0.964	Accept H_0 (Not significant)
Workload (X_3)	0.187	0.061	0.186	3,081	0.002	Reject H_0 Significant +

Source : SPSS Data Processing Results, 2025

Interpretation of t-Test Results (Partial):

1. Influence Culture Organization on Employee Performance
   The t value = 20.639 with Sig. = 0.000 (< 0.05) indicates that culture organization influential positive and significant to performance employees . The coefficient B = 0.822 indicates that every improvement One unit perception to culture organization will increase performance employee of 0.822 units , with assumptions other variables remain constant constant. This is confirm that values Work like discipline, responsibility answer, work same, and communication open become driver main behavior Work productive in the Community Health Center . Culture strong organization building a sense of belonging , strengthening coordination cross role , and maintain quality service public . Employees with work period more from 10 years show internalization mark more organizations strong , whereas employee age 31–45 years become the most adaptive group to implementation culture Work positive.
2. Influence Stres Work on Employee Performance
   The t value = 0.045 with Sig. = 0.964 (> 0.05) shows that stress Work No influential significant to performance employee . Condition This describe that level stress experienced employee is in the adaptive zone , not destructive. This means that the pressure Work due to patient volume , demands administration, and limitations means Still can managed in a way Good through support social, supervision leadership and systems structured work. Senior employees tend to more capable manage pressure Work blessing experience, whereas employee age productive distribute stress become encouragement For increase performance
3. Effect of Workload on Employee Performance
   The t value = 3.081 with Sig. = 0.002 (< 0.05) indicates that burden Work influential positive and significant to performance employees . The coefficient B = 0.187 shows that improvement burden measurable and proportional work will followed by an increase performance employee of 0.187 units . In the context of Health center , burden clear and distributed work in a way fair push effectiveness Work team , speed up channel service , and minimize time unemployed . Employee with undergraduate–postgraduate education or more stand out in management time and settings priority , while superior D3 employees in execution service field.

F Test (Simultaneous)

The F test is used For know whether variables free in a way together influential significant to variables bound . In research this , the F test is performed through ANOVA (Analysis of Variance) analysis for test feasibility of the regression model involving variables culture organization (X_1), stress work (X_2), and load work (X_3) against performance employee (Y). Test results presented in Table 7 below This.

Table 7 F Test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9794.264	3	3264.755	194,185	0.000a
Residual	4354.473	259	16,813		
Total	14148.738	262			
Source : Research Results (2025)					

Based on the results in Table 7 were obtained F- value count amounting to 194,185 with mark significance of 0.000 (< 0.05). This show that the regression model used in study This worthy in a way statistics ,. With Thus , the research model This capable explain that performance employees in the environment Community Health Center Mukomuko Regency is affected in a way together by factors culture conducive organization , level stress controlled work , as well as burden managed work in a way effective .

Coefficient Test Determination (R^2)

Coefficient test determination used For know how much big ability variables free in explain variables bound . Based on results research , obtained R value of 0.832, R *Square* of 0.692, and *Adjusted R Square* of 0.689.

Table 8 the Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.832 [a]	.692	.689	4,100

Research Results, 2025

Table 8 shows the R^2 *Square Value* of 0.692 means that amounting to 69.2% variation change performance employee can explained by three variables independent , namely culture organization , stress work and load work . Meanwhile the remaining 30.8% is influenced by other factors that are not investigated in study this , like motivation , compensation , style leadership and environment Work physical . The R value of 0.832 indicates very strong relationship between third variables free with variables performance employee . This is confirm that the regression model used own level reliability tall in explain phenomenon performance civil servants at the Community Health Center.

Hypothesis Testing

Based on results analysis statistics through the t test (partial) and F test (simultaneous), it can be concluded that every variables free own different influences to variables bound . Hypothesis testing This aim For test truth suspicion the beginning that has been formulated previously , namely about influence culture organization , stress work and load Work to performance employees at the Community Health Center Mukomuko Regency . Test results show variation level significance between variable , good in a way partial and simultaneously . For give a clearer picture summary , results testing hypothesis the served in Table 4.19 below This :

Table 9 Hypothesis Test Results Study

No	Hypothesis	Calculate t/F Value	Sig.	Decision	Information
H_1	Culture Organization influential on Employee Performance	t = 20.639	0,000	H_1 accepted	Influential positive and significant
H_2	Stres Work influential on Employee Performance	t = 0.045	0.964	H_2 rejected	No effect significant
H_3	Workload influential on Employee Performance	t = 3.081	0.002	H_3 accepted	Influential positive and significant
H_4	Culture Organization , Stress Work , and Workload have an influence in a way simultaneous on Employee Performance	F = 194,200	0,000	H_4 accepted	Influence simultaneous significant

Source : SPSS Data Results, 2025

Table 9 clarifies that variables Culture Organization (X_1) and Workload (X_3) have influence positive and significant on Employee Performance (Y), while Stres Work (X_2) no show significant influence . However , in general together third variables free still give contribution significant to performance. This is strengthen that success performance employees at the Community Health Center Mukomuko Regency is determined by balance between culture strong organization , management burden good work, and control stress work at the level adaptive.

DISCUSSION

Research result show that performance employees at the Community Health Center Mukomuko Regency is influenced by synergy between culture organization , burden work and stress work. Third variables This in a way simultaneous explains 69.2% of the variation change performance employee , signifies that factor organizational and psychological play a role big in determine quality service public sector health . In general general , culture organization appear as the most dominant factor , followed by load work , while stress Work be at the level adaptive that is not impact negative to performance .

1. Culture Organization as Main Determinant
   Culture organization proven own the strongest influence to performance employees (coefficient 0.822; sig. 0.000). Values like discipline , responsibility answer , and work The same become driver main creation optimal performance. Employees who understand culture organization with Good show loyalty and professionalism tall in serve public.
2. Workload and Productivity Employee
   Workload influential positive significant to performance (coefficient 0.187; sig. 0.002), indicating that distribution clear and proportional tasks can increase focus and efficiency employee . Employee with work experience and experience longer able balance load and time Work in a way more effective.
3. Stres Work as an Adaptive Factor
   Stres Work No influential significant to performance (sig. 0.964), however be at the level functional which is still under control. Support social , communication between employees , and stable leadership make stress Work nature adaptive (eustress), which is precisely can increase vigilance and responsibility answer Work.
4. Academic and Empirical Implications
   In a way academic , results study This strengthen theory behavior organization that culture work and load task are two determinants main performance employees. In empirical , research This confirm importance strengthening mark organization, management burden proportional work and management stress in a way adaptive For increase performance power health. Synergy third factor the form ecosystem healthy, efficient, and service - oriented work public quality at the Community Health Center Mukomuko Regency.

CONCLUSION

The results of this study indicate that Organizational Culture, Job Stress, and Workload influence the performance of Civil Servants at the Mukomuko Regency Community Health Center, both partially and simultaneously. Based on the validity and reliability tests, all research instruments were declared valid and reliable, with a Cronbach's Alpha value of 0.860, indicating a high level of internal consistency and appropriateness for use.

Partially, the Organizational Culture variable has a positive and significant effect on employee performance, indicating that the stronger the values and norms implemented within the organization, the higher the resulting performance. Job Stress has a negative but insignificant effect on performance, indicating that the work stress experienced by employees is still within reasonable limits (functional stress) and does not reduce productivity. Meanwhile, Workload has

a positive and significant effect on employee performance, indicating that proportional task distribution can increase responsibility and work efficiency.

The results of the simultaneous test reinforce the finding that these three independent variables collectively have a significant effect on employee performance. The coefficient of determination (R^2) value of 0.692 indicates that 69.2% of the variation in employee performance can be explained by organizational culture, work stress, and workload, while the remaining 30.8% is influenced by other factors outside this study, such as motivation, leadership, compensation, and work environment. Thus, it can be concluded that the success of improving employee performance at the Mukomuko District Health Center is not only determined by individual abilities, but also by a strong organizational culture, good work stress management, and fair and proportional workload distribution.

LIMITATION

This research was conducted using a systematic scientific approach and valid and reliable statistical analysis. However, as with empirical research in general, the results obtained still have several limitations that need to be academically acknowledged.

1. The cross-sectional research design only describes the relationships between variables over a single time period, thus failing to explain the dynamics of changes in employee performance longitudinally.
2. The scope of the variables is still limited to organizational culture, work stress, and workload. However, other factors such as motivation, leadership, and compensation also have the potential to influence employee performance. This is reflected in the coefficient of determination (R^2) of 0.692, indicating that 30.8% of the variation in performance is influenced by factors outside the model.
3. The data collection instrument, which used a perception questionnaire, has the potential to introduce subjective bias, such as social desirability bias or self-assessment bias, which can affect the objectivity of respondents' responses.
4. The geographic context of the study was limited to the Community Health Center (Puskesmas) in Mukomuko Regency, which has semi-rural characteristics. Therefore, the research results are contextual and cannot be generalized to other regions with different social and infrastructure conditions.
5. The purely quantitative approach used was unable to explore the social and psychological meaning behind the numerical data. Therefore, further research is recommended to use a mixed methods approach to obtain a more comprehensive understanding of the factors influencing employee performance in the public sector.

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