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EMPLOYEE PERFORMANCE DETERMINANTS IN A PRIVATE ELECTRICAL SERVICES FIRM: THE EFFECTS OF WORK STRESS, ORGANIZATIONAL CULTURE, AND SELF-EFFICACY

Pande Ketut Aditya Pratama[1*], I Gede Rihayana[2], I Komang Oka Permadi[3]

[1,2,3]Universitas Mahasaraswati Denpasar, Bali, Indonesia
*correspondence: ketutaditya019@gmail.com

ABSTRACT

Employee performance is a critical factor in maintaining operational effectiveness and competitiveness in private service firms, especially firms that depend on technical reliability, work discipline, and timely task completion. This study aims to examine the effects of work stress, organizational culture, and self-efficacy on employee performance at PT. Bumi Sentosa, a private electrical services firm in Denpasar, Bali. This study applied a quantitative explanatory approach. The population consisted of 33 employees, and all employees were selected as respondents using a saturated sampling technique. Data were collected through observation, interviews, documentation, and questionnaires. The data were analyzed using multiple linear regression. The findings show that work stress has a negative and significant effect on employee performance, while organizational culture and self-efficacy have positive and significant effects. These results indicate that employee performance can improve when the company reduces excessive work pressure, strengthens shared work values, and develops employees' confidence in completing their duties. This study provides practical insight for human resource management in small private technical service firms and supports more focused performance improvement policies.

Keywords: work stress, organizational culture, self-efficacy, employee performance

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1. INTRODUCTION

Human resources are strategic assets that determine the ability of an organization to achieve its goals. In an organizational context, human resources refer to individuals who act as drivers, thinkers, planners, and executors of organizational activities (Kama et al., 2024; Koesoema & Mesra, 2023). The quality of human resources can be assessed through employee performance, because performance reflects the extent to which employees complete their tasks and responsibilities effectively (Ali et al., 2024). High employee performance is shaped by competence, communication, work skills, discipline, and the ability to meet organizational expectations (Astri et al., 2024). Therefore, improving individual employee performance is important because it can contribute directly to overall organizational performance (Manalu et al., 2022).

This study was conducted at PT. Bumi Sentosa, a private company established in 2007 that operates in the electrical services sector. The company provides services related to the installation and maintenance of power plants, transmission networks, distribution networks, residential and office electrical installations, and other supporting electrical services. PT. Bumi Sentosa is located at Jl. Tukad Badung No. 234, Renon, South Denpasar, Denpasar City, Bali 80226. Based on preliminary observations and interviews, the company faces an employee performance issue reflected in a high absenteeism rate. The absenteeism data from September 2024 to August 2025 are presented in Table 1.

Table 1. Employee Absenteeism Rate from September 2024 – August 2025

Month	Employees (People)	Working Days/Month (Days)	Total Working	Employee Absences (Days)	Attendance (Days)	Absence Rate (%)

a	b	c	Days (Days) d = b × c	e	f = d - e	g = e / d
September	33	17	561	143	418	25.49
October	33	22	726	125	601	17.21
November	33	21	693	92	601	13.28
December	33	21	693	85	608	12.27
January	33	20	660	87	573	13.18
February	33	19	627	85	542	13.56
March	33	19	627	89	538	14.19
April	33	15	495	50	445	10.10
May	33	16	528	46	482	8.71
June	33	18	594	58	536	9.76
July	33	23	759	97	662	12.77
August	33	23	759	92	667	12.12
Average Attendance						13.55

Source: PT. Bumi Sentosa (2024–2025)

Based on Table 1, employee absenteeism at PT. Bumi Sentosa fluctuated during the period from September 2024 to August 2025. The highest absenteeism rate occurred in September at 25.49%, while the lowest rate occurred in May at 8.71%. The average absenteeism rate during this period was 13.55%. According to Mudiartha (in Mahrizal, 2019), the maximum acceptable absenteeism rate should not exceed 3%. An absenteeism rate above this standard indicates a serious attendance problem. The data show that all monthly absenteeism rates at PT. Bumi Sentosa exceeded the acceptable standard. This condition indicates a performance-related issue because absenteeism can reduce work effectiveness, disrupt task completion, and lower employee productivity.

One factor that may contribute to employee performance problems is work stress. Based on observations and interviews with employees at PT. Bumi Sentosa, work stress occurs because some employees are assigned tasks outside their field of expertise, such as preparing and printing employment contract documents between companies. Employees also often work outside regular working hours or perform overtime work. These conditions may increase pressure, reduce work focus, and affect employees' ability to complete their duties effectively. Alexander et al. (2023) state that work stress is one of the factors that influences employee performance. Work stress can affect employees' focus, emotions, and ability to complete assigned tasks. It can also cause job dissatisfaction and reduce performance (Devilia et al., 2024). Excessive stress may directly affect the quality of employee work (Tambunan et al., 2023). Stress refers to a condition of tension that affects a person's emotions, thought processes, and physical condition (Iskamto, 2021). Excessive stress can also threaten an employee's ability to cope with the work environment (Fristya & Suhermin, 2024).

Organizational culture is another factor that may influence employee performance. Saebah and Merthayasa (2024) explain that organizational culture affects employee performance because it shapes values, norms, and expected behavior within the organization. Organizational culture is shared by members of the organization, so employees tend to adopt values, beliefs, and behaviors that align with the organization (Khair et al., 2022). A strong organizational culture can support consistency, discipline, commitment, and goal-oriented work behavior. A positive workplace culture also encourages employees to make greater efforts to achieve organizational results (Putra & Wildan, 2023).

The organizational culture issue at PT. Bumi Sentosa can be seen from employees' lack of compliance with company rules. Based on observations and interviews, some employees still wear uniforms that do not comply with established company regulations. This condition indicates that employee awareness and

discipline toward organizational rules have not been fully internalized. Low compliance with uniform regulations may reflect a broader cultural issue related to discipline, rule adherence, and responsibility. Therefore, PT. Bumi Sentosa needs to strengthen employee awareness, improve policy enforcement, and develop a monitoring system to ensure compliance with organizational standards.

Self-efficacy is also an important factor in employee performance. Lukiyana and Hukom (2022) state that self-efficacy influences employee performance because it relates to an individual's belief in their ability to complete work successfully. Self-efficacy refers to an individual's belief in their ability to perform expected actions (Mahawati & Sulistiyani, 2021). Employees with high self-efficacy tend to show initiative, accept greater challenges, and persist when facing difficulties. In contrast, employees with low self-efficacy may avoid challenging tasks and show reluctance to pursue more ambitious goals (Lestari et al., 2024). Self-efficacy reflects an individual's belief in their ability to perform specific tasks at a certain level of performance (Sundawa et al., 2023).

The self-efficacy issue at PT. Bumi Sentosa is reflected in the behavior of some employees who lack initiative and often delay task completion. Based on observations and interviews, this condition occurs because some employees are unable to motivate themselves to act immediately. This behavior can reduce team productivity and delay the completion of organizational tasks. Therefore, PT. Bumi Sentosa needs to improve task monitoring, provide training, and offer work support that can strengthen employees' confidence in completing their responsibilities.

Previous studies have examined work stress, organizational culture, and self-efficacy as factors that influence employee performance. However, the relationship among these variables remains relevant to examine in a private electrical services organization because this type of company depends on employee discipline, technical reliability, punctuality, and consistent task execution. The empirical problem at PT. Bumi Sentosa shows that employee performance is not only related to work output, but also to attendance behavior, work pressure, cultural compliance, and personal confidence. Based on these phenomena and previous research findings, this study aims to analyze the effects of work stress, organizational culture, and self-efficacy on employee performance at PT. Bumi Sentosa.

2. LITERATURE AND HYPOTHESIS

Work Stress

Work stress is an important issue in organizational management because it emerges when employees face pressure, demands, and challenges in the workplace (Siswadi et al., 2024). In the work context, stress refers to a psychological condition related to job demands that may affect employee health, work behavior, and performance outcomes (Prihastuty & Yustini, 2024). Work stress needs managerial attention because unmanaged stress can reduce employee concentration, weaken emotional stability, and disrupt task completion (Napitupulu & Indrawan, 2024). Therefore, companies need to identify work stress carefully so that they can prevent its negative effect on employee performance. Aminingsih & Widyantoro (2022) explain that work stress can be measured through interpersonal relationships, work autonomy, workload, and feedback.

Organizational Culture

Organizational culture refers to shared values, norms, assumptions, and work practices that guide employee behavior in an organization. It reflects patterns of behavior that are continuously applied in organizational activities and influence the work quality of employees and leaders (Shalahuddin, 2022). Organizational culture also consists of shared values, beliefs, assumptions, and norms that shape how organizational members think, behave, and perform their tasks (Gulo & Suwaji, 2025). In addition, organizational culture can be understood as a set of values and work methods that develop from organizational experience and are reflected in the work arrangements of each member (Lumbantobing & Budiono, 2023). A strong organizational culture can create consistency, discipline, commitment, and

alignment between individual behavior and organizational goals. Octaryna & Sucipto (2024) measure organizational culture through bureaucratic culture, innovative culture, and supportive culture.

Self-Efficacy

Self-efficacy refers to an individual's belief in their ability to achieve good work outcomes and accomplish expected goals (Pangestu & Ardiana, 2024). It also reflects personal confidence that encourages individuals to use their potential and improve their achievements (et al., 2020). In the workplace, self-efficacy shows the extent to which employees believe that they can complete specific tasks according to role demands and performance expectations (Putri & Maimun, 2024). Employees with high self-efficacy tend to be more confident, persistent, and willing to face work challenges. In contrast, employees with low self-efficacy may avoid difficult tasks, show low initiative, and delay task completion. Swari et al. (2022) explain that self-efficacy can be measured through three dimensions, namely level, generality, and strength.

Employee Performance

Employee performance is a key factor that determines organizational success because it reflects the extent to which employees can complete assigned duties and contribute to organizational goals (Cahyono et al., 2024). Performance can be defined as the work results achieved by an individual or group based on authority, responsibility, organizational rules, and ethical standards. Employee performance needs serious managerial attention because a decline in employee performance can affect the achievement of organizational targets (Arrizky et al., 2021). In this study, employee performance refers to the measurable work outcomes of employees in carrying out their duties at PT. Bumi Sentosa. Fitriansyah & Indiyati (2025) explain that employee performance can be measured through work volume, work quality, timeliness, attendance, and teamwork ability.

Hypotheses

The Impact of Work-Related Stress on Employee Performance

Work stress can influence employee performance because it affects employees' psychological condition, concentration, work motivation, and ability to complete tasks. Prihastuty & Yustini (2024) state that work stress is a work-related psychological condition that can affect employee health and performance. When employees experience high work stress, they may find it difficult to maintain focus, manage emotions, and complete their duties effectively. Yuyun et al. (2024) explain that higher work stress can have a harmful effect on employee performance and may hinder the achievement of organizational goals. Work stress that is not managed properly can reduce productivity, while well-managed stress can help employees remain motivated and perform optimally. Previous studies by Weni et al. (2023), Iskamto (2021), Prihastuty & Yustini (2024), and Rizal et al. (2022) also show that work stress has a negative effect on employee performance. Based on this explanation, the following hypothesis is proposed:

H1: Work stress has a negative effect on employee performance at PT. Bumi Sentosa.

The Influence of Organizational Commitment on Employee Performance

Organizational culture can influence employee performance because it shapes employee behavior, work discipline, and commitment to organizational goals. Shalahuddin (2022) explains that organizational culture is a set of long-standing customs applied in work activities and used as a driving force to improve work quality among employees and leaders. A positive organizational culture can encourage employees to show stronger effort, responsibility, and commitment in achieving organizational results (Putra & Wildan, 2023). When employees understand and internalize organizational values, they tend to work more consistently and behave according to organizational expectations. A strong organizational culture can also support cooperation, discipline, and performance improvement. Previous studies by Saebah & Merthayasa (2024), Wicaksono & Almadana (2025), Ismawati et al. (2022), and Gayatri et al. (2025) show that organizational culture has a positive effect on employee performance. Based on this explanation, the following hypothesis is proposed:

H2: Organizational culture has a positive effect on employee performance at PT. Bumi Sentosa.

The Influence of Self-Efficacy on Employee Performance

Self-efficacy can influence employee performance because it reflects employees' confidence in their ability to complete tasks and achieve expected work outcomes. Mahawati & Sulistiyani (2021) define self-efficacy as an individual's belief in their ability to perform expected actions. Employees with strong self-efficacy tend to show higher initiative, stronger persistence, and better readiness to face work challenges. When employees believe in their own abilities, they are more likely to complete tasks effectively and achieve better performance. Therefore, employee performance can improve when employees have stronger self-efficacy. Previous studies by Lukiyana & Hukom (2022), Hartini et al. (2024), Khaery et al. (2024), and Brandion & Lestariningsih (2023) show that self-efficacy has a positive effect on employee performance. Based on this explanation, the following hypothesis is proposed:

H3: Self-efficacy has a positive effect on employee performance at PT. Bumi Sentosa.

3. RESEARCH METHOD

This study used a quantitative explanatory approach to examine the effects of work stress, organizational culture, and self-efficacy on employee performance at PT. Bumi Sentosa, located at Jl. Tukad Badung No. 234, Renon, South Denpasar, Denpasar City, Bali 80226. The population consisted of all 33 employees, and all were selected as respondents using a saturated sampling technique because the population was relatively small. Data were collected through non-participant observation, face-to-face interviews, documentation, and questionnaires. The questionnaire was used as the main research instrument and was measured using a five-point Likert scale. Work stress was measured through interpersonal relationships, work autonomy, workload, and feedback. Organizational culture was measured through bureaucratic culture, innovative culture, and supportive culture. Self-efficacy was measured through level, generality, and strength. Employee performance was measured through work volume, work quality, timeliness, attendance, and teamwork ability. The data were analyzed using multiple linear regression to determine the partial and simultaneous effects of work stress, organizational culture, and self-efficacy on employee performance.

4. RESULTS AND DISCUSSION

Research Instrument Validation

a. Validity Test

Table 2. Instrument Validity Test Results

Statement	Pearson Correlation	Standard	Relationship
Employee Performance (Y)			
Y1.1	0.865		Valid
Y1.2	0.928		Valid
Y1.3	0.834	0.30	Valid
Y1.4	0.934		Valid
Y1.5	0.450		Valid
Work Stress (X_1)			
X2.1	0.915		Valid
X2.2	0.889	0.30	Valid
X2.3	0.917		Valid
X2.4	0.871		Valid
Organizational Culture (X_2)			
X3.1	0.888		Valid
X3.2	0.923	0.30	Valid
X3.3	0.895		Valid
Self-Efficacy (X_3)			
Y.1.1	0.878		Valid
Y.1.2	0.913	0.30	Valid
Y.1.3	0.877		Valid

Source: Processed data, 2025

Table 2 indicates that all questionnaire items meet the validity criteria, as each item has a Pearson Correlation value greater than 0.30. This result shows that every statement in the instrument has an adequate correlation with its respective variable. Therefore, all items are considered valid and appropriate for measuring work stress, organizational culture, self-efficacy, and employee performance in this study.

b. Reliability Test

Table 3. Instrument Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Standard	Decision
Employee Performance (Y)	5	0.878	0.60	Reliable
Work Stress (X_1)	4	0.917		Reliable
Organizational Culture (X_2)	3	0.885		Reliable
Self-Efficacy (X_3)	3	0.868		Reliable

Source: Processed data, 2025

Referring to Table 3, the Cronbach's Alpha values for all variables exceed the minimum reliability threshold of 0.60. This result indicates that the questionnaire items have acceptable internal consistency in measuring each research variable. Therefore, the research instrument is considered reliable, and the collected data are suitable for further statistical analysis.

Classical Assumption Tests

a. Normality Test

Table 4. Normality Test Results

	Unstandardized Residual
N	33
Asymp. Sig. (2-tailed)	0.200

Source: Processed data, 2025

Table 4 shows that the Asymp. Sig. (2-tailed) value is 0.200, which is greater than the significance level of 0.05. This result indicates that the residual data are normally distributed. Therefore, the regression model meets the normality assumption and can be used for further analysis.

b. Multicollinearity Test

Table 5. Multicollinearity Test Results

Independent Variables	Tolerance	VIF Value
Work Stress	0.974	1.026
Organizational Culture	0.969	1.032
Self-Efficacy	0.951	1.051

Source: Processed data, 2025

Table 5 shows that all independent variables have Tolerance values above 0.10 and VIF values below 10. These results indicate that there is no strong correlation among the independent variables in the regression model. Therefore, the model is free from multicollinearity problems, and work stress, organizational culture, and self-efficacy can be used together to explain employee performance.

c. Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results

Independent Variables	Sig.
Work Stress	0.975
Organizational Culture	0.720

Self-Efficacy	0.642

Source: Processed data, 2025

Table 6 shows that the significance value is greater than 0.05. This result indicates that the variance of the residuals is constant across the regression model. Therefore, the model does not suffer from heteroscedasticity, and the regression analysis can be continued because the homoscedasticity assumption has been met.

Data Analysis Results

Table 7. Summary of Multiple Linear Regression Analysis Results

Variables	Regression Coefficient	Beta	T-value	Sig.
Constant	9.463		3.083	0.004
Work Stress	-0.412	-0.331	-2.727	0.011
Organizational Culture	0.526	0.351	2.887	0.007
Self-Efficacy	0.658	0.479	3.899	0.001
R				0.764
Adjusted R-Square				0.541
F				13.590
Sig. F				0.000

Source: Processed data, 2025

a. Results of Multiple Linear Regression Analysis

As shown in Table 7, the multiple linear regression equation is Y = 9.463 - 0.412X1 + 0.526X2 + 0.658X3 + e. The constant value of 9.463 indicates that employee performance has a baseline value of 9.463 when work stress, organizational culture, and self-efficacy are assumed to be constant. The coefficient of work stress is -0.412, showing that work stress has a negative effect on employee performance. This means that lower work stress tends to improve employee performance, while higher work stress tends to reduce it. The coefficient of organizational culture is 0.526, indicating that organizational culture has a positive effect on employee performance. This means that stronger and better-implemented organizational culture tends to increase employee performance. The coefficient of self-efficacy is 0.658, showing that self-efficacy has a positive effect on employee performance. This means that employees with stronger confidence in their ability to complete tasks tend to show better performance.

b. Multiple Correlation

Based on Table 7, the R value of 0.764 indicates a strong relationship between the independent variables and employee performance. This means that work stress, organizational culture, and self-efficacy collectively have a strong correlation with employee performance at PT. Bumi Sentosa. Therefore, changes in these three variables are closely associated with changes in employee performance.

c. Coefficient of Determination

Based on Table 7, the Adjusted R-Square value of 0.541 indicates that work stress, organizational culture, and self-efficacy can explain 54.1% of the variation in employee performance. This means that the regression model has a moderate explanatory power in predicting employee performance at PT. Bumi Sentosa. Meanwhile, the remaining 45.9% is explained by other factors outside this study, such as leadership, compensation, work motivation, job satisfaction, work environment, or career development.

d. F-Test

Based on Table 7, the calculated F-value is 13.590, which is higher than the critical F-value of 2.934, with a significance value of 0.000, which is lower than 0.05. This result indicates that the regression model is statistically significant. Therefore, work stress, organizational culture, and self-efficacy simultaneously have a significant effect on employee performance at PT. Bumi Sentosa.

e. t-Test

Based on the partial test results in Table 7, each independent variable has a significant effect on employee performance. First, work stress (X1) has a t-value of -2.727, which is lower than the critical t-value of -2.05, with a significance value of 0.011 < 0.05. This result indicates that work stress has a negative and significant effect on employee performance. Therefore, H1 is accepted. This means that higher work stress tends to reduce employee performance at PT. Bumi Sentosa.

Second, organizational culture (X2) has a t-value of 2.887, which is higher than the critical t-value of 2.05, with a significance value of 0.011 < 0.05. This result shows that organizational culture has a positive and significant effect on employee performance. Therefore, H2 is accepted. This means that stronger organizational culture tends to improve employee performance at PT. Bumi Sentosa.

Third, self-efficacy (X3) has a t-value of 3.899, which is higher than the critical t-value of 2.05, with a significance value of 0.001 < 0.05. This result confirms that self-efficacy has a positive and significant effect on employee performance. Therefore, H3 is accepted. This means that employees with higher confidence in their ability to complete tasks tend to show better performance.

Discussion

The Effect of Work Stress on Employee Performance

The analysis results indicate that work stress has a negative and significant effect on employee performance at PT Bumi Sentosa. This finding means that when employees experience higher levels of work stress, their performance tends to decline, whereas lower stress levels can support more optimal work outcomes. Work stress in this study may arise from excessive work pressure, task demands that are not aligned with employee expertise, unclear responsibilities, limited completion time, and working hours that exceed normal limits.

These conditions can reduce concentration, emotional stability, motivation, and the ability to complete work accurately. Employees who are under continuous pressure may become less focused, more prone to errors, and less capable of achieving established performance standards. In organizational contexts, stress is an important issue because it reflects the psychological and physical pressure experienced by individuals in the workplace (Siswadi et al., 2024). Solikhah (2023) also explains that work stress can weaken performance because stressed employees often have difficulty producing optimal results.

Therefore, PT Bumi Sentosa needs to manage work stress through proper workload distribution, task suitability, clear communication, supervisor support, and reasonable working hours in daily operations consistently. This finding is consistent with Weni et al. (2023), Iskamto (2021), Prihastuty and Yustini (2024), and Rizal et al. (2022), who found that work stress negatively affects employee performance.

The Effect of Organizational Culture on Employee Performance

The analysis results show that organizational culture has a positive and significant effect on employee performance at PT Bumi Sentosa. This finding indicates that the stronger the organizational culture applied, the higher the performance demonstrated by employees. Organizational culture functions as a behavioral guideline that directs employees to work in accordance with shared values, rules, standards, and expectations. When culture is understood and consistently implemented, employees tend to show discipline, responsibility, cooperation, and commitment in completing tasks.

In the context of PT Bumi Sentosa, organizational culture is important because work quality depends on employee compliance with procedures, consistency in behavior, and willingness to support company goals. A positive culture can create an orderly work environment, strengthen coordination, reduce deviations from rules, and encourage employees to achieve performance targets. Gulo and Suwaji (2025) explain that organizational culture consists of shared values, beliefs, assumptions, and norms that shape

employee behavior within the organization. Lumbantobing and Budiono (2023) state that organizational culture develops through organizational experience and is reflected in member behavior.

Therefore, PT Bumi Sentosa needs to strengthen organizational culture through leadership example, clear communication, consistent rules, and fair evaluation. This finding supports Saebah and Merthayasa (2024), Wicaksono and Almadana (2025), Ismawati et al. (2022), and Gayatri et al. (2025), who found that organizational culture positively affects employee performance.

The Effect of Self-Efficacy on Employee Performance

The analysis results show that self-efficacy has a positive and significant effect on employee performance at PT Bumi Sentosa. This finding indicates that employees with higher self-efficacy tend to demonstrate better work performance. Self-efficacy strengthens employees' confidence in their ability to complete tasks, overcome work problems, make decisions, and achieve established targets. Employees who believe in their own capabilities are generally more willing to take initiative, persist when facing difficulties, and remain responsible for the quality of their work.

In the context of PT Bumi Sentosa, self-efficacy is important because employees are expected to complete tasks accurately, adapt to work demands, and solve operational problems effectively. Employees with strong self-efficacy are more likely to work independently, manage pressure, and maintain motivation even when facing challenging assignments. Conversely, employees with low self-efficacy may hesitate to act, delay task completion, avoid difficult responsibilities, and depend excessively on instructions from others. Mahawati and Sulistiyani (2021) define self-efficacy as an individual's belief in their ability to perform expected actions.

Therefore, strengthening self-efficacy through training, supervisor support, feedback, and skill development can improve employee performance. This finding is consistent with Lukiyana and Hukom (2022), Hartini et al. (2024), Khaery et al. (2024), and Brandion and Lestariningsih (2023), who found that self-efficacy positively affects employee performance in achieving sustainable organizational work goals.

5. CONCLUSIONS AND LIMITATIONS

Based on the analysis results, work stress has a negative effect on employee performance at PT. Bumi Sentosa. This finding indicates that higher work stress can weaken employees' ability to complete their tasks effectively. Therefore, the company needs to manage workload, reduce role mismatch, and control overtime practices to prevent declining performance. In contrast, organizational culture and self-efficacy have positive effects on employee performance. A stronger organizational culture can improve discipline, consistency, and compliance with company rules, while higher self-efficacy can strengthen employee confidence, initiative, and persistence in completing work responsibilities. Overall, the research model shows that work stress, organizational culture, and self-efficacy are relevant determinants of employee performance in a private electrical services firm.

This study has several limitations. First, the study only examined three independent variables, namely work stress, organizational culture, and self-efficacy. Other factors that may influence employee performance, such as work motivation, compensation, leadership style, job satisfaction, work environment, and organizational commitment, were not included in the model. Second, this study was conducted only at PT. Bumi Sentosa, with a limited number of respondents. Therefore, the findings may not fully represent employees in other companies or industries with different organizational characteristics. Third, this study used a cross-sectional design, so it only captured employee conditions at one specific point in time and could not explain changes in performance over a longer period. Future studies are recommended to include broader variables, involve more respondents, compare several organizations, and apply a longitudinal approach to obtain more comprehensive and generalizable findings.

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