



The Effect of Perceived Organizational Support, Job Stress, and Organizational Culture on Job Performance

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Abstract

Performance is an important thing that can support organizational life. With good performance it will certainly make it easier for the organization to achieve its goals. The purpose of this study was to determine the effect of perceived organizational support, work stress, and organizational culture on employee performance with partially and simultaneously test. The population in this study were all employees of PDAM Tirta Moedal Semarang City and total of the employees are 482. The samples used in this study were 83 employees using proportional random sampling technique. The methods of data collection are using interviews and questionnaires. The methods of data collection are using interviews and questionnaires. The methods of data analysis are instrument feasibility test, descriptive analysis, classic assumption test, multiple regression test, partial significance test (t-test), simultaneous significance test (f test), and coefficient of determination test using SPSS program. The results of this study showed that there was positive and significant effect of perceived organizational support and organizational culture on performance. As well as there was negative and significant effect of job stress on performance. And the results also showed that there are a simultaneous effect independent variables on the dependent variable. The conclusion of this study is to increasing employee performance are employees must have a high level of perceived organizational support, good organizational culture, and low job stress levels.

INTRODUCTION

In organizations, human resources are an important element in the business development process, therefore human resources become a very important investment in an organization (Mangkunegara et al 2015). Every organization, both business organizations and government organizations, want their human resources to be able to make the best contribution and can support the implementation of organizational goals. To support the implementation of organizational goals, quality human resources are needed, namely human resources that are able to demonstrate

work behavior that leads to the achievement of the goals and objectives of the company (Sanjaya, 2012). An organization usually looks for someone who has a performance based on the abilities, motivation, and individual support received (Ranihusna, 2010).

The performance of an organization can be seen from the level of the organization in achieving goals based on the goals that have been set before (Martono, 2013). The success of a company in achieving its goals does not only depend on existing facilities and infrastructure, but also depends on the performance of its employees (Susanti & Palupiningdyah, 2016). The

organization strongly emphasizes the maximum performance in order to get the profit that is used to develop the organization and the most important factor in the development of an organization is employees (Tahapary & Martono, 2017). The success of an organization is determined by the quality and performance of employees who exist in the organization to achieve organizational goals that have been set (Septyaningsih & Palupiningdyah, 2017). With employees who are qualified and have good performance, they will be able to support the organization in achieving its goals. Employee performance is not only influenced by the ability and expertise in work, but also strongly influenced by the spirit of work (Ikhtiangung & Pratiwi, 2015). Because employee performance is one of the factors that can develop the organization. For this reason, good knowledge is needed regarding factors that can affect employee performance (Fitriastuti, 2013).

One of the important determinants of performance is perceived by organizational support (Utami & Sudarma, 2015). If employees consider that organizational support is highly accepted, then the employee unites membership as an organization into their identity and then develops a more positive relationship and perception towards the organization (Rhoades & Eisenberger, 2002). Therefore it is expected for organizations to be able to provide support to their employees, because the perceived organizational support not only provides benefits for employees but also can improve organizational performance (Haryokusumo, 2015). perceived organizational support can be seen from the awards received by employees, opportunities for capacity building, working conditions, and the company's concern for the welfare of employees (Susmiati & Sudarma, 2015).

The concept of perceived organizational support has attracted many interests in organizational behavior researchers (Arshadi & Hayavi, 2013). In relation to perceived organizational support for employee performance, a number of scientific research results have been found that show an attachment to each other. Arshadi and Hayavi (2013) who conducted research on bank employees and Afzali et al., (2014) which examined employees of national drilling companies, both of them obtained results that the perceived organizational support had a positive effect on employee performance. However, the results of the research that have been described previously are not in line with the results of Yih and Htaik (2011) research that conducted research on hotel employees in Taiwan and Kambu et al. (2012)

who examined the staff of the Secretary of the Province of Papua obtained results that the perceived organizational support had no effect on performance.

Then other factors that can affect employee performance are job stress, which is to improve employee performance by paying attention to work stress from employees (Agung & Oetomo, 2017). Therefore, the organization must have a system that allows employees to give advice regarding the factors that cause stress to the organization (Wulansari et al., 2015).

Some previous studies have examined the relationship between job stress and performance. Iahcen and Yassine (2016) conducted a study of general hospital nurses in Jordan and Khuong & Yen (2016: 31) examining industrial company employees in Vietnam, both of them obtained results that work stress has negative effect on employee performance. However, the results of these studies are not in line with the results of Manzoor et al.'s research (2012) which shows the results that employee stress levels do not affect employee performance.

Furthermore, one of the important determinants of performance is organizational culture (Susmiati & Sudarma, 2015). Some previous studies have examined the effect of the relationship between organizational culture on employee performance. Research conducted by Shahzad et al., (2013) and Widarsih et al., (2018: 188) obtained results that organizational culture has a positive and significant effect on organizational performance. However, the results of different studies were found in Arifin's (2015) and Habba et al., (2017) where both of them obtained results that organizational culture has a positive but not significant effect on employee performance. In addition, the results of the research also found that organizational culture had no effect on organizational culture in the (Safaria, 2016).

This research was conducted on the employees of Perusahaan Daerah Air Minum (PDAM) Tirta Moedal, Semarang, address at Jalan Kelud Raya No. 60 Semarang. Regional Water Supply Company is a company engaged in drinking water management and management of dirty water facilities in the area. Along with the increase in the volume of drinking water needs, Tirta Moedal of Semarang City must work optimally to improve employee performance to achieve company goals, besides as a service company of PDAM Tirta Moedal Semarang City is required to always provide optimal services to its customers or consumers. Employees are required to always be swift in dealing with various problems

and complaints, for example complaints about freezing water bills, water quality, pipeline leakage, clogging of water supply pipes due to rain and other complaints.

In addition to striving to provide optimal services to customers, PDAM Tirta Moedal Semarang City has attempted to provide services to employees in the form of organizational support as a form of company commitment, for example in terms of awards. PDAM Tirta Moedal Semarang City has rewarded outstanding employees, conducted employee development through training activities, in addition to being a form of employee development, training activities can also prevent work stress on employees. The company has also paid attention to the working conditions of employees, namely by providing work facilities, a conducive workplace and complete work equipment. In addition, PDAM Tirta Moedal Semarang City has paid attention to the level of welfare of its employees by involving employees in the BPJS, and the provision of THR during holidays. In order to improve employee morale, PDAM Tirta Moedal Semarang City strives to foster a high organizational culture, such as providing opportunities for employees to innovate and involve employees in decision making. However, even though the company has made these efforts in reality the employee's performance is still not optimal.

Based on the complaint data, it can be seen that the highest number of complaints occurred in November, reaching 1250 complaints. In addition, it can also be seen that the average number of complaints entered in each month experienced a significant increase from the previous month. The increase can be seen in March, April, July, August, September, October and November. Where in March there was an increase of 120 complaints, in April there were 132 complaints, in July there were 158 complaints, in August there were 7 complaints, in September there were 83 complaints, in October there were 77 complaints, and in November there were 316 complaints. In addition to that month there was a decrease in the number of complaints from the previous month, which amounted to 230 complaints in February, 102 complaints in May, 11 complaints in June, and 413 complaints in December.

HYPOTHESIS DEVELOPMENT

Effect of Perceived Organizational Support on Performance

Perceived Organizational Support refers to the extent to which the organization appre-

ciate the contributions of employees and cares for the welfare of employees. Perceptions from employees about the existence of organizational support will affect the performance they provide (Mursida, 2017). If employees assume that the organizational support they receive is high, then the employee will unite the membership as an organizational member into their identity and then develop a relationship with a more positive Perceived Organizational Support.

Perceived Organizational Support can be used as a form of organizational commitment to employees which ultimately can affect employee performance. Perceived Organizational Support refers to employee attitudes that cause good relations between employees and their organizations (Chiang & Hsieh, 2012). Where when an organization provides support to its employees, then employees will feel indebted to the organization and in the end the employee will reward the best performance of the organization, so that can create a good relationship between employees and the organization.

Previous research regarding the influence of organizational support on performance shows a positive influence. Research conducted by Arshadi and Hayavi (2013) on drilling employees in Iran obtained results that Perceived Organizational Support had a positive effect on employee performance. The results of the study were also supported by Afzali et al., (2014), Miao and Kim (2010) which shows that the Perceived Organizational Support has a positive effect on performance. From the results of these studies it can be said that if the organization gives attention to the welfare and contribution of employees to the organization, employee performance will increase.

H1: Perceived Organizational Support has a positive and significant effect on performance

Effect of Job Stress on Performance

Job stress is one problem that often happens in organizations. Work stress can happen due to several factors, namely a difficult and excessive workload, unfair and reasonable pressure and attitude of the leader, inadequate time and equipment, conflict between the person and the leader or workgroup and remuneration that is too low (Hasibuan, 2013: 204). Job stress will not only affect the physical, psychological, and individual behavior of employees but will also affect the performance of employees (Jankingthong & Rurkkhum, 2012).

Job stress can affect employee performance, when employees experience work stress,

employee performance will be disrupted. Employees who experience stress tend not to be able to finish the job properly, because employees experience tension caused by an imbalance between the demands of work and the ability of employees to complete the work (Dewi et al., 2014). This is what causes employee performance decrease.

Some previous studies have examined the relationship between job stress and performance. Research conducted by Lahcen and Yassine (2016) who conducted research on nurses in general hospitals in Jordan obtained results that work stress negatively affect employee performance. The results of this study are in line with the results of research by Khuong and Yen (2016) who conducted research on employees of industrial companies in Vietnam who also obtained results that work stress can negatively affect employee performance, ie if employees experience work stress, the performance of employees will decrease. Where if employee work stress increases, it will affect employee performance, its effects such as employees cannot work properly.

H2: Job stress has a negative and significant effect on performance

Effect of Organizational Culture on Employee Performance

In principle, organizational culture refers to the values, assumptions, attitudes, and norms of behavior that already exist in institutions then manifested in appearance, attitudes and actions, as a characteristic of the identity of a particular organization (Ahmad, 2016). Organizations must be able to build an organizational culture that can be accepted by all employees. To build a strong and acceptable organizational culture it definitely will require a process because changes that occur in the organization involve changes the people in the organization including differences in perceptions, desires, attitudes, and behavior. In line with this, it can be understood that organizational culture has a very important role in improving employee performance (Permana, 2015).

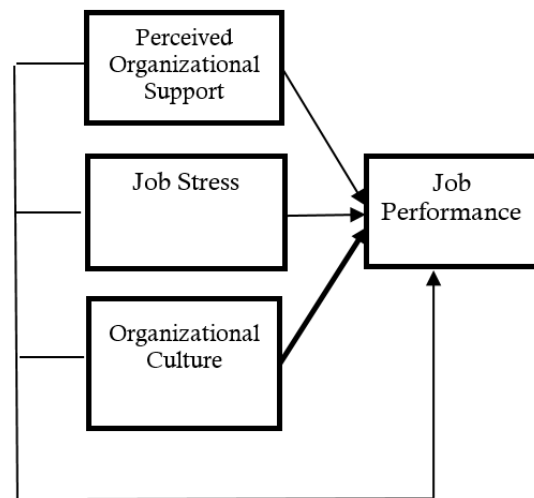
Organizational culture can affect employee performance, when an organization has a strong organizational culture, employee performance will increase. Aramina (2015) states that organizational culture is able to influence organizational effectiveness and performance. When an organization has a good organizational culture and can be accepted and obeyed by employees, employee performance will be good, it will have an impact on organizational performance. Organizational culture can be a tool to prevent employees from committing deviant behavior, this is

because the organizational culture contains rules and norms that guide and force employees to act in accordance with existing norms.

Some previous research shows that there is a close relationship between organizational culture and performance. Research conducted by Shahzad et al., (2013) on software home employees in Pakistan obtained results that organizational culture has a positive and significant effect on employee performance, which means that organizational culture has a contribution in improving employee performance. In addition, Widarsih et al., (2018) in his research also found that organizational culture has a positive effect on performance. Based on these results it can be concluded that direct and positive performance is influenced by the organization. Increasing organizational culture will lead to increase in employee performance.

H3: Organizational culture has a positive and significant effect on performance

Based on this description, the researchers formulated the following framework:



Based on the description of the relationship between variables and the results of previous studies, the hypothesis proposed in this study are:

H1: Perceived organizational support has a positive and significant effect on employee performance.

H2: Job stress has a negative and significant effect on employee performance.

H3: Organizational culture has a positive and significant effect on employee performance.

H4: Perceived organizational support, work stress, and organizational culture simultaneously affect employee performance

METHOD

The population in this study were all employees of PDAM Tirta Moedal Semarang City as many as 482 employees. Sampling using proportional random sampling technique with total sample of 83 employees. Data collection methods use interviews and questionnaires for a number of 43 statement items. . Data analysis methods include instrument test, classic assumption test, multiple regression test, partial significance test (t-test), simultaneous significance test (F test), and determination coefficient test using SPSS program. The variables used in this study are perceptions of organizational support, work stress, and organizational culture as independent variables and performance as the dependent variable.

Perceived organizational support was measured using 4 (four) indicators from Eisenberger & Huntington (1986) which included appreciation, development, working conditions, and employee welfare. Job stress variables were measured using 2 (two) indicators from Manurung and Rahmawati (2012) namely organizational stressors and individual stressors. Organizational culture variables were measured using 7 (seven) indicators from Robbins and Judge (2008), namely innovation and risk-taking, attention to detail, orientation towards results, orientation towards individuals, orientation towards the team, aggressiveness, and stability. While the performance variable was measured using 5 (five) indicators from Mathis and Jackson (2006) namely the quantity of work results, the quality of work results, timeliness, attendance and ability to work together.

RESULTS AND DISCUSSION

Validity Test Results

Based on the results of the validity test on the item statement of perception of organizational support, work stress, organizational culture, and performance a number of 43 items can be seen that all statement items are declared valid, because it has a value of $r_{count} > r_{table}$ so that question items can be used in future research.

Reliability Test Results

Based on the reliability test results, the Cronbach alpha value for the variables of perceived organizational support is 0.919, 0.942 work stress, 0.956 organizational culture, and 0.913 performance. Therefore, it can be said that the four variables are declared reliable, because they have a Cronbach alpha > 0.70 .

Classical Assumption Test Results

Normality test

Normality test aims to find out whether in the regression model, confounding or residual variables have normal or not distribution (Ghozali, 2013). The statistical test carried out is Kolmogorov-Smirnov (KS). The results of the Kolmogorov-Smirnov (KS) statistical test of this study can be seen in Table 1

Table 1. Normality Test Results

| | | Unstandardized residual |
|--------------------------|----------------|-------------------------|
| N | | 83 |
| Normal Parameters | Mean | .0000000 |
| | Std. deviation | 2.51314494 |
| Most Extreme Differences | Absolute | .057 |
| | Positive | .044 |
| | negative | -.057 |
| Kolmogorov-smirnov Z | | .517 |
| Asymp. Sig. (2-tailed) | | .952 |

Based on Table 1 above, it can be seen that the residual data has a normal distribution, because of the Asymp.Sig (2-tailed) value > 0.05 .

Multicollinearity Test

The multicollinearity test aims to examine whether the regression model found correlation between independent or independent variables (Ghozali, 2013). . The results of the multicollinearity test of this study can be seen in Table 2 as follows:

Table 2. Hasil Uji Multikolinerianitas

| Model Tolerance | Collinearity Statistics | |
|-------------------|-------------------------|-------|
| | VIF | |
| 1 POS | 0,494 | 2,026 |
| Stres kerja | 0,577 | 1,723 |
| Budaya organisasi | 0,481 | 2,081 |

Based on Table 2 above it can be seen that there is no multicollinearity between variables in the regression model of this study, because it has a tolerance value > 0.1 and the value of Variance Inflation Factor (VIF) < 10 .

Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is a residual variance inequality an observation to another observation. How to detect the presence or absence

of heteroscedasticity is through the Glejser test. Heteroscedasticity test results can be seen in Table 3 as follows:

Based on Table 3 above it can be seen that the significance of each independent variable is > 0.05 so it can be concluded that the regression model does not occur heteroscedasticity.

significance level of 0.05, which means sig count $<$ sig table, then H1 which states that the perception of organizational support has a positive and significant effect on the employee performance of PDAM Tirta Moedal Semarang City is accepted.

Table 3. Heteroscedasticity Test Results

| Model | Unstandardized coefficients | | Standardized coefficients | t | Sig. |
|------------------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 7.136 | 3.287 | | 2.171 | .033 |
| Persepsi Dukungan Organisasi | -.095 | .065 | -.229 | -1.462 | .148 |
| Stress kerja | -.065 | .046 | -.206 | -1.419 | .160 |
| Budaya Organisasi | .015 | .035 | .068 | .427 | .671 |

Hypothesis testing

Multiple Regression Analysis Methods

Multiple regression analysis is used to determine how the independent variables influence the dependent variable in this study.

Regression coefficient value for the work stress variable is -0.315 (negative sign) which means that work stress has a negative effect on employee performance, it can be said that the higher the level of job stress felt by employees, it will reduce employee performance by 0.315. From

Table 4. Results of Multiple Regression Analysis

| Model | Unstandardized coefficients | | Standardized coefficients | t | Sig. |
|------------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 25.779 | 5.327 | | 4.839 | .000 |
| Persepsi Dukungan Organisasi | .329 | .105 | .267 | 3.139 | .002 |
| Stress kerja | -.315 | .075 | -.332 | 4.213 | .000 |
| Budaya Organisasi | .251 | .057 | .379 | .4397 | .000 |

Based on Table 4 above, the three independent variables have a level of significance < 0.05 , it can be concluded that the variables of perceived organizational support, work stress, and organizational culture can influence performance with the following equation:

$$Y = 25,779 + 0,329X_1 - 0,315X_2 + 0,251X_3$$

Regression coefficient value of perceived organizational support of 0.329 (positive sign) which means that the perceived organizational support has a positive effect on performance, it can be said that the better the level of perceived organizational support perceived by employees both in rewards, working conditions, supervisor support, and employee welfare then employee performance will increase by 0.329. From the t-test obtained a significance value of 0.002 with a

the t-test obtained a significance value of 0.000 with a significance level of 0.05, which means sig count $<$ sig table, then H2 which states that job stress has a negative and significant effect on the employee performance of PDAM Tirta Moedal Semarang City is accepted.

Regression coefficient value for organizational culture variable is 0.251 (positive sign) which means that organizational culture has a positive effect on employee performance, it can be said that the better the level of organizational culture, it will improve employee performance by 0.251. From the t-test obtained a significance value of 0.000 with a significance level of 0.05, which means sig count $<$ sig table, then H3 which states that the organizational culture has a positive and significant effect on the employee performance of PDAM Tirta Moedal, Semarang City.

Simultaneous Significance Test (Test Statistics F)

F test basically aims to find out is there any influence between all independent variables on the dependent variable. The results of the calculation of simultaneous significance tests between perceived organizational support (X1), work stress (X2) and organizational culture (X3), on Performance (Y) in this study can be seen in Table 6 as follows:

Table 5. Simultaneous Test Results (Test F)

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|------------|----------------|----|-------------|--------|------|
| Regression | 2570.109 | 3 | 856.703 | 66.873 | .000 |
| Residual | 1012.059 | 79 | 12.811 | | |
| Total | 3582.169 | 82 | | | |

Based on Table 5 above it can be seen that the independent variable has a significance value of $0.000 < 0.05$ so it can be concluded that H4 which states that the perception of organizational support, work stress and organizational culture simultaneously affect the performance received.

Determination Coefficient Test (R^2)

The coefficient of determination (R^2) is done to measure how much influence the independent variable has on the dependent variable. The results of the coefficient of determination of this research can be seen in Table 6 as follows:

Table 6. Determination Test Results

| Mode | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|------|------|----------|-------------------|----------------------------|
| 1 | .847 | .717 | .707 | 3.57923 |

Based on Table 6 above can be seen the value of Adjusted R Square of 0.707 That is, the three independent variables namely perceived organizational support, work stress, and organizational culture can affect employee performance variables by 70.7% and the remaining 29.3% is influenced by other variables.

DISCUSSION

Effect of Perceived Organizational Support on Performance

Based on data analysis in this study it can be seen that the perceived organizational support has a positive and significant influence on the employee performance of PDAM Tirta

Moedal in Semarang City so that H1 can be accepted. This is indicated by the coefficient value of 0.329 and a significance value of $0.002 < 0.05$. The direction of the positive relationship shows that the higher the perceived organizational support by employees, the employee's performance at PDAM Tirta Moedal Semarang will also increase. But on the contrary, if the perceived organizational support by employees is low, then employee performance will decrease. Significant results indicate that the perceived organizational support has an influence on the high and low performance of employees. The coefficient value of 0.329 shows that the better the level of perceived organizational support by PDAM Tirta Moedal employees in Semarang City, it will improve employee performance by 0.329

The results of this study are in accordance with the research conducted by Arshadi and Hayavi (2013) on employees of national drilling companies in Iran who obtained results that the perceived organizational support has a positive effect on performance. This study also supports the results of research conducted by Afzali et al., (2014) and Mohamed and Ali (2015) which states that the perceived organizational support has a positive effect on employee performance.

Based on the results of descriptive analysis, respondents' answers to the perceived organizational support at PDAM Tirta Moedal Semarang City as measured by 8 (eight) statement items representing 4 (four) indicators, namely rewards, development, working conditions, and employee welfare indicate that employees have felt organizational support. which is high, it can be seen from the average index of perceived organizational support perception variables that is equal to 77.9 which is in the high category. Which means, the company has tried to fulfill and pay attention to the fate of its employees both in appreciation, development, working conditions, and employee welfare. In addition, the highest index value of perceived organizational support variables is found in job security items with an index value of 82.6 classified as high category. PDAM Tirta Moedal Semarang City itself has provided several job guarantees to its employees in order to support the welfare of employees, namely in the form of health insurance, pension guarantees, and pension benefits. While the lowest index value is found in salary increase items with an index value of 75.2. In the event that the increase in salaries of the PDAM Tirta Moedal Semarang City did not do so, because the employees were civil servants, whose salary increase was not determined by the PDAM Tirta Moedal in Semarang City. So that

companies need other alternatives to be able to help employees in terms of salary increases.

Effect of Job Stress on Performance

Based on data analysis in this study it can be seen that work stress has a negative and significant influence on the employee performance of PDAM Tirta Moedal in Semarang City so that H2 can be accepted. This is indicated by the coefficient value of -0.315 and a significance value of $0.000 < 0.05$. The direction of negative relations indicates that when employees have a high level of work stress, the employee's performance at PDAM Tirta Moedal Semarang will decrease. But on the contrary, if the work stress felt by employees is low, it will improve employee performance. Significant results indicate that work stress has an influence on the high and low performance of employees. Coefficient value of -0.315 indicates that the higher level of job stress experienced by PDAM Tirta Moedal employees in Semarang City, it will reduce employee performance by 0.315.

The results of this study are in accordance with the research of Yozgat et al., (2013: 520) for employees in the public sector branch in Istanbul who obtained results that work stress negatively affects performance. This study also supports the results of research conducted by Ekundayo (2014) and Khuong and Yen (2016) which states that work stress negatively affects employee performance.

Based on the results of descriptive analysis respondents' answers to the natural work stress by employees of PDAM Tirta Moedal Semarang City as measured by 9 (nine) statement items representing 2 (two) indicators namely organizational stressors and individual stressors showed that the highest index value of work stress variables was found in items of awareness of self deficiencies with an index value of 79.7 which fall into the high category. This means that the employees of PDAM Tirta Moedal Semarang City have an awareness of their weakness. Employees will feel they have weakness when they see other employees achieving or have better work results than their work. With this awareness, making employees become more trying to work, and trying to improve their weakness so they are not inferior to other employees. For the average index value of the work stress variable that is equal to 69.4 which is in the medium category. This means that the employees of PDAM Tirta Moedal Semarang City feel the work stress but not too high, in this case the employee has been able to control the stress of his work, even though he has

not been able to fully. Efforts that have been made by PDAM Tirta Moedal Semarang City in order to reduce stress on employees is by conducting coaching and training activities. However, training activities have not included all employees. The activity was only attended by representatives in each section, so there were still employees who did not participate in the training activities. Therefore, there are still employees who experience work stress.

Effect of Organizational Culture on Performance

Based on data analysis in this study it can be seen that organizational culture has a positive and significant influence on the employee performance of PDAM Tirta Moedal in Semarang City so that H3 can be accepted. This is indicated by the coefficient value of 0.251 and a significance value of 0.000 is smaller than the significance value of 0.05. The direction of the positive relationship shows that the higher the organizational culture in the company, the employee's performance at PDAM Tirta Moedal Semarang will increase. But on the contrary, if the organizational culture in the company is low, then employee performance will also decrease. Significant results indicate that organizational culture has an influence on high and low employee performance. Coefficient value of 0.251 indicates that the better level of organizational culture in PDAM Tirta Moedal, Semarang City, it will improve employee performance by 0.251.

Based on the results of a descriptive analysis of respondents' answers to organizational culture at PDAM Tirta Moedal, Semarang City as measured by 14 (fourteen) statement items representing 7 (seven) indicators, namely innovation and risk-taking, attention to detail, results orientation, orientation towards individual, team orientation, aggressiveness, and stability indicate that the organizational culture of PDAM Tirta Moedal Semarang City is quite good, it can be seen from the average index of organizational culture variable that is equal to 78.5 which is in the high category. That is, the company has sought to create a good organizational climate. However, the item statement regarding the company's ability to give awards to outstanding employees still needs to be improved, because the item has the lowest index value of 71.2. It can be interpreted that employees consider the company has noticed the existence of an award for employees who excel but still less than the maximum. Even though awarding can motivate employees to be able to provide the best performance.

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Effect of Perceived Organizational Support, Job Stress, and Organizational Culture on Performance

Based on the data analysis in this study it can be seen that the perceived organizational support, work stress, and organizational culture simultaneously affect the employee performance of PDAM Tirta Moedal in Semarang City so that H4 can be accepted. This is indicated by the results of the significance test F which obtained a significance value of 0,000 smaller than the significance value of 0.05.

While for the results of the determination test that aims to determine the effect of the independent variable on the dependent variable in this study obtained a value of 0.707 or 70.7% which means that the perceived organizational support, work stress, and organizational culture can affect the employee performance of PDAM Tirta Moedal Semarang City 70.7%, and the rest is influenced by other factors. So the high and low performance of employees is not only influenced by these three variables, but can also be influenced by other variables such as the research of Nart and Batur (2013) who not only examined the effect of work stress but also examined the effect of work-family conflict, organizational commitment to performance. In addition, Arifin (2015) not only examined the influence of organizational culture but also examined the influence of competence, motivation on performance. As well, Durrah et al., (2016) examine the influence

of psychological capital on performance. From some of these studies it can be concluded that performance can be influenced by other factors besides the perception of organizational support, work stress, and organizational culture.

CONCLUSIONS AND SUGGESTIONS

The conclusion of this study is that to improve performance can be done in some way, first is by increasing the perception of perceived organizational support by employees such as in terms of awards, the development of employees, the company pays attention to working conditions and employee welfare. Second, by reducing the work stress level of the employee, both organizational stressors and individual stressors. Third, improving the existing organizational culture in the company such as giving employees more freedom to innovate, giving direction, motivation, and coordinating with leaders, as well as delivering detailed company goals.

Suggestions can be given by researchers to PDAM Tirta Moedal Semarang City are related to the perceived organizational support and organizational culture that is about salary increases, awarding and promotion opportunities, companies should be able to fulfill some of these things, so that employee performance can be maximized. In addition, related to work stress the company is advised to help employees to cope with their stress, for example by coaching and training employees to help them reduce stress, and investigate the causes of work stress.

The limitation in this study is researchers only examine the limited influence of perceived organizational support, work stress, and organizational culture on employees at PDAM Tirta Moedal Semarang City. For further research it is recommended to collect data through a wider range such as employees from the banking, manufacturing, education, or other sectors so that results can be generalized. Further research can examine other variables that can affect employee performance, and can also examine more variables that can enable mediation or moderation. The number of samples in this study is still limited so that for reasoning can then increase the number of research samples.

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