

# The Influence of Work Pressure and Work Environment on Employee Performance at the National Directorate of Budget and Finance, Ministry of Public Works, Dili, Timor-Leste

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**Abstract** - This study aims to analyze the influence of work pressure and work environment on employee performance at the National Directorate of Budget and Finance, Ministry of Public Works, Timor-Leste. The research methodology employs a quantitative approach with multiple linear regression analysis. Data was collected through questionnaires and observations from 40 employee respondents. Research findings indicate that work pressure and work environment have a positive and significant influence on employee performance, both in partial and simultaneous analysis. These results demonstrate that the equilibrium between work demands and favorable environmental conditions can enhance employee performance in governmental organizations.

**Keywords** - Work Pressure, Work Environment, Employee Performance.

## I. INTRODUCTION

Employee performance is a critical factor determining organizational success, particularly in public institutions with community service responsibilities. Optimal employee performance can be achieved through conducive work environments and work pressure aligned with individual capacity. In the context of governmental organizations, employee performance reflects the quality of management and administrative effectiveness in public service delivery. According to Gibson (2014), performance is the outcome of an individual's work, influenced by capacity, motivation, and perception of the task. Work pressure occurs when there is disequilibrium between work demands and an individual's ability to respond. When pressure exceeds limits, it can cause stress and decreased productivity. However, moderate pressure can increase motivation and responsibility at work.

A supportive work environment also has a significant influence on performance. Factors such as cleanliness, comfort, lighting, temperature, collegial relationships, and internal communication are important elements in creating a productive work atmosphere. A favorable work environment can increase job satisfaction and a sense of belonging to the organization. At the National Directorate of Budget and Finance, work pressure occurs due to administrative complexity and responsibility for state budget management.

Employees must work with high precision, control financial data effectively, and complete tasks within restricted timeframes. These conditions require adaptability, stress management, and support from a favorable work environment for optimal continuous performance. This research aims to analyze the influence of work pressure and work environment on employee performance at the National Directorate of Budget and Finance. The research results are expected to contribute theoretically to human resource management science development and practically to management and service performance in Timor-Leste.

## II. LITERATURE REVIEW

Work pressure is a psychological factor that influences employee performance. According to Robbins and Judge (2019), work pressure is a dynamic condition where individuals face opportunities, constraints, or demands related to objectives, but with unclear outcomes. Work pressure can be positive (eustress) when it provides motivation and responsibility but can be negative (distress) if it exceeds an individual's capacity to overcome. According to Rivai (2018), moderate work pressure can increase productivity by providing stimulus for people to work better to meet organizational demands. However, if pressure exceeds limits, it can cause excessive fatigue, internal conflict, and decreased performance. Therefore, organizational management must create equilibrium between workload and human resource capacity.

Work environment is also an important factor in determining employee performance. According to Sedarmayanti (2017), work environment includes physical and non-physical aspects that can influence employee motivation, comfort, and effectiveness in work. Physical aspects include space arrangement, lighting, cleanliness, and temperature, while non-physical aspects include collegial relationships, leadership style, and internal communication. Employee performance is defined as work results achieved by individuals when performing tasks according to their responsibilities (Mangkunegara, 2016). Performance is measured not only by output, but also by quality, efficiency, and professional attitude at work. These theories indicate that work pressure and work environment have positive relationships with employee performance, both directly and indirectly.

## III. RESEARCH METHODOLOGY

This research employs a quantitative approach with a causal associative design, aimed at understanding the relationship and influence between variables. The independent variables in this research are work pressure and work environment, and the dependent variable is employee performance. The research population comprises all employees at the National Directorate of Budget and Finance, totaling 40 people. Due to the small population size, this research uses a saturated sampling technique, where the entire population is considered as the research sample (Sugiyono, 2013). Therefore, the research does not require additional sample selection, as all individuals participate directly in questionnaire completion.

Data collection methods utilize questionnaires with a Likert scale from 1 to 5 to measure respondents' perception levels regarding work pressure, work environment, and employee performance. Instrument validity was tested using item-total correlation, while reliability was tested using the Cronbach's Alpha coefficient. Data analysis was conducted using multiple linear regression to determine the partial and simultaneous influence of independent variables on the dependent variable. The t-test was used to analyze partial influence, and the F-test was used to analyze simultaneous influence. All analysis processes were conducted with SPSS software version 22.

## IV. RESULTS AND DATA ANALYSIS

Data analysis was conducted with SPSS version 22 to determine the influence of work pressure ( $X_1$ ) and work environment ( $X_2$ ) on employee performance ( $Y$ ). Analysis includes validity and reliability testing of instruments, classical assumption testing, and multiple linear regression.

### A. Validity and Reliability Testing

Validity test results indicate that all questionnaire items have an item-total correlation  $> 0.30$ , which is considered valid. Reliability test results with the Cronbach Alpha coefficient are as follows:

**Table 1. Reliability Test Results of Research Instruments**

Variable	Cronbach Alpha	Comment
Work Pressure ( $X_1$ )	0.823	Reliable
Work Environment ( $X_2$ )	0.857	Reliable
Employee Performance ( $Y$ )	0.874	Reliable

All Cronbach Alpha values exceed 0.70, indicating that the instruments are reliable and appropriate for use in further analysis.

### B. Multiple Linear Regression

**Table 2. Model Summary of Multiple Linear Regression Analysis**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error
1	0.821	0.674	0.652	2.314

The value  $R^2 = 0.674$  indicates that 67.4% of employee performance variability can be explained by work pressure and work environment simultaneously, while 32.6% is influenced by other factors not included in the model.

### C. F-Test (Simultaneous)

**Table 3. Results of the Simultaneous Significance Test (F-Test)**

Model	F Calculated	Sig.	Comment
1	36.215	0.000	Significant

### D. T-Test (Partial)

**Table 4. Partial Significance Test (t-Test) Results**

Variable	Coefficient (B)	t Calculated	Sig.	Comment
Work Pressure ( $X_1$ )	0.312	2.590	0.013	Significant
Work Environment ( $X_2$ )	0.426	2.378	0.021	Significant
Constant	1.482	--	--	--

The T-test results indicate that both independent variables have a positive and significant influence on employee performance at a significance level of 0.05.

The obtained regression formula is:

$$Y = 1.482 + 0.312X_1 + 0.426X_2$$

This indicates that when work pressure and work environment increase together, employee performance also increases significantly.

### E. Discussion

Based on data analysis results using multiple linear regression, it was found that work pressure ( $X_1$ ) and work environment ( $X_2$ ) variables have a positive and significant influence on employee performance ( $Y$ ). Evidence is the F-test significance value =  $0.000 < 0.05$ , which indicates that both independent variables influence employee performance simultaneously. Partial analysis indicates that work pressure has a significant positive influence with a significance value of  $0.013 < 0.05$ . This demonstrates that increased responsibility and moderate pressure can provide stimulus for employees to work with focus and discipline. Proportional pressure can increase motivation and commitment to tasks.

The work environment also has a positive and significant influence on employee performance, with a significant value of  $0.021 < 0.05$ . A clean, organized work environment that supports communication among colleagues can stimulate work spirit and efficiency. Favorable physical conditions and harmonious interpersonal relationships are dominant factors in increasing productivity.

These results reinforce the theory of Robbins and Judge (2019), which states that comfortable work environments and moderate pressure can increase motivation and work results. The results are also consistent with research by Budiasa (2021), which states that supportive work environments have a significant influence on employee performance in the Ministry of Public Works. The implications of this research demonstrate the importance of organizational management to manage work pressure with equilibrium and create conducive

work environments. The balance between workload and physical and social working conditions must be maintained so that employee performance remains optimal and sustainable.

## V. CONCLUSION

### A. Conclusion

This research concludes that work pressure and work environment have a positive and significant influence on employee performance at the National Directorate of Budget and Finance, Ministry of Public Works, Timor-Leste. Work pressure managed proportionally can increase employee responsibility and motivation, while a conducive work environment plays an important role in supporting productivity and comfort at work.

Simultaneously, both variables contribute to increasing effectiveness and efficiency in employee task performance. Therefore, institutional management must maintain equilibrium between workload, psychological pressure, and work environment conditions. Improving work environment quality and proper stress management can be important strategies to strengthen employee service performance at the National Directorate of Budget and Finance, Ministry of Public Works in Timor-Leste.

### B. Practical Recommendations

Based on these research findings, institutional leadership must pay attention to employees' psychological aspects through work-life balance programs and stress management training. Additionally, periodic evaluation of physical conditions and workspaces must be conducted to ensure they remain comfortable, safe, and support effective communication at work.

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