

THE EFFECT OF WORKLOAD ON EMPLOYEE PERFORMANCE WITH JOB STRESS AS INTERVENING VARIABLE IN THE LAND AGENCY OFFICE OF SIKKA REGENCY

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Abstract: This study aims to determine (1) the effect of Workload on Employee Job Stress (2) the effect of Workload on Employee Performance (3) the effect of Job Stress on Employee Performance (4) the effect of Workload on Employee Performance through Job Stress in the Land Agency Office of Sikka Regency. The population in this study was employees of the Land Agency Office of Sikka Regency, totaling 60 people. Because the population was limited, this research was conducted by census or saturated sampling. Data were collected through questionnaires and analyzed using path analysis. Based on the results of path analysis, Workload has a significant effect on Job Stress, Workload has a significant effect on Employee Performance, and Job Stress has a significant effect on Employee Performance. Based on the results of bootstrapping analysis, Job Stress has a partial mediating role on the relationship between Workload and Employee Performance.

Keywords: Employee Performance, Job Stress, Workload

1. Introduction

A public sector organization is an organization used in providing the needs of public goods and services. Based on the characteristics, the source of funds of public sector organization comes from taxes obtained by the community and shown back to the community. The government as a party that is given the task of running the wheels of government, development and community services must make and submit performance reports to be assessed whether the local government successfully carrying out its duties properly or not. Therefore, the trust given by the community to the government must be balanced with good performance, so that services can be improved effectively and appropriately in the community.

In an agency or public sector organization, human resources (HR) is closely related to employee performance. Human resources or labor is a major asset in an organization, needs special treatment in the management of labor because the basis is that labor can affect the existence of the organization in the future. A good workforce management will be able to create an optimal work atmosphere in order to create labor productivity in the organization (Akbar, 2018).

Human resources apparatus which is further referred to as Civil Servants has an important role in bureaucracy as the main implementation of government duties. As a state servant and public servant, the human resources apparatus has a core function in providing and providing

good services to the community. The services provided by the HR apparatus are also expected to be able to produce new innovations by providing faster, precise, easy, effective and efficient services, so as to create satisfaction that not only grows from within the community as a service recipient, but also in the human resources apparatus concerned as a service provider. One of the philosophies contained in the concept of Human Resources, namely that employees are seen as an investment for institutions, where if the employee or employee is managed with good planning and more professional, it will provide rewards for the institution in the form of greater productivity, and the possibility of achieving institutional goals more effectively and efficiently. (Nasution, 2019).

The purpose of an institution or organization can be achieved if the government apparatus in this case is the Civil Servant has a professional attitude, competent and displays the best performance in work. Employee performance is the result of work achieved by a person in carrying out the tasks given to him to achieve work targets. Employees can work well when they have high performance so that they can produce good work. Employee performance is one of the determinants of the success of the agency or organization in achieving its goals. For that the performance of employees can affect the overall performance of the agency. (Nabawi, 2020).

The phenomenon of performance found in the Employees of the Land Agency Office of Sikka Regency is: 1) lack of accuracy and thoroughness of employees in work, 2) employees procrastinate when completing work so as to cause more work, 3) The level of employee responsibility in work is so low that the completion of the work becomes slower than expected, 4) Employees do not make the most of their working time, causing a buildup of work. The above factors can be the cause of employees who have good quality but have not been able to provide maximum performance to their work, so it will have an impact on the quality of the relevant agencies directly or indirectly.

One form of improving employee performance is the provision of duties or responsibilities to employees in accordance with their areas of expertise. Employee performance affects how much they contribute to the organization. The phenomenon faced by Employees of the Land Agency Office of Sikka Regency related to work performance is employees who are given responsibility for many jobs that are not in accordance with their expertise. High workloads can improve employee performance, but excessive workload can lead to decreased employee performance. This is because the employee's inability to complete the work caused by the capacity and ability of employees is not in accordance with the demands that must be done. (Fransiska & Tupti, 2020).

The activity burden of the organizational unit or the workload of each official or employee should be evenly distributed so that it can be avoided the existence of organizational units that are too many activities and there are too few organizational units. Similarly, it can be avoided the existence of officials or employees who are too stacked up on their duties and there are officials or employees who have little workload so that you seem too much unemployed. (Asriani, & Abdullah, 2018).

The negative impact of increasing workload is the possibility of employee emotions that does not match expectations. This excessive workload greatly affects the productivity of employees. Work stress is a person's response to conditions that are felt both physically and psychologically excessively due to a job demand internally and externally. So that this stressful condition can experience dissatisfaction at work and decrease performance (Lukito & Alriani, 2019).

The results of previous research are summarized in table 1. It will then be empirically studied the extent of the relationship between variables. Furthermore, to provide direction in this research, it is formulated research gap or research gap as follows:

Tabel 1. Research Gap

No	Variable Relationship	Research Results	Researchers
1	Effect of workload on employee performance	Positive and significant influence	Nabawi, (2020); Fransiska & Tupti, (2020)
		Negative and significant influence	Lukito & Alriani, (2019)
		Positive and insignificant effect	Sitepu, (2013).
2	The impact of workload on job stress	Positive and significant influence	Yo & Surya (2015); Zulmaidarleni, Sarianti, & Fitria, (2019).
		Negative and significant influence	Ambarwati, & Lataruva, (2014)
		Positive and insignificant effect	Dhania, (2012)
3	The impact of job stress on Employee Performance	Positive and significant influence	Wartono, (2017)
		Positive and insignificant effect	Utami, Kirana & Wiyono, (2020)
		Negative and significant influence	Monika, (2013); Lukito & Alriani, (2019)

Source: Research Gap previous research

Table 1. shows the results of previous research that are different so that it has caused a research gap. The difference in the results of the study needs to be clarified again the findings of empirical evidence and this is as a gap for the clarity of the results of future research. The inconsistency of the results of the study became a gap to position the work stress variable as an intervening variable.

This research aims to: 1) find out the effect of Workload on Employee Performance; 2) know the effect of Workload on employee Job Stress; 3) know the effect of Job Stress on the Performance of Employees of the Land Agency Office of Sikka Regency; 4) know the effect of Workload on Employee Performance through Job Stress.

2. Literature Review

Employee Performance

According to Hasibuan (2013: 160), performance is a result of work achieved by a person in carrying out his duties on skills, efforts and opportunities. Based on the above exposure to performance is an outcome achieved by a person in carrying out tasks based on skills, experience and earnestness and time according to predefined standards and criteria. Mangkunegara (2006: 67), stated that the understanding of performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Gomes (2003: 142) reveals several dimensions or criteria that need attention in measuring performance, including: 1) Quantity of work; 2) Quality of work; 3) Job knowledge; 4) Creativeness; 5) Dependability; 6) Cooperation; 7) Initiative; 8) Personal qualities.

Workload

Tarwaka (2011: 106) defines workload as a condition of work with a description of the task that must be completed by a certain time limit. Munandar (2001: 383) defines workload as a condition of work with a description of the task that must be completed by a certain time limit.

Workload indicators based on opinions expressed by Munandar (2001:381), Moekijat (1995:44) and Tarwaka (2011:131) as follows: 1) Physical Demands; 2) Demands of Duty; 3) Working time; 4) Mental Burden of Effort; 5) Psychological distress.

Job Stress

Stress is a condition of tension that affects a person's emotions, thought processes and conditions. As a result, too much stress can threaten a person's ability to deal with the environment, which ultimately interferes with the implementation of his duties (Handoko, 2012: 200).

The indicators of work stress according to Robbins (2008:375) are divided into three aspects, namely: 1) Psychological indicators, including: quickly offended, daydreaming a lot; 2) Physical indicators, including: easy physical fatigue, sleep problems (too much or lack of sleep); 3) Indicators of behavior, including: increased absenteeism, sleep disturbances.

Conceptual Models and Hypotheses

Workload has a significant effect on Employee Performance.

If employees live the job as a workload so that employees experience tension in the work because their ability is not in accordance with the demands of the organization this will have an impact on the behavior displayed by employees, namely ineffective behavior in work, such as lazy, avoiding tasks so that it has an impact on low employee performance. (Iskandar & Sembada, 2012). High workload can improve employee performance, but excessive workload can lead to decreased employee performance. This is because the employee's inability to complete the work caused by the capacity and ability of employees is not in accordance with the demands that must be done. (Fransiska & Tupti, 2020)

Nabawi, (2020) conducted research to find out and analyze the influence of the work environment, job satisfaction, and workload on the performance of employees of the Public Works and Public Housing Office of Aceh Tamiang Regency. The results showed that workloads have a positive and significant effect on employee performance. Fransiska & Tupti, (2020) conducted research to influence communication, workload and motivation on employee performance both partially and simultaneously at the North Labuhanbatu Population and Civil Registry Office. The results showed that workload negatively affects employee performance, meaning an increase in workload will be followed by a decrease in employee performance.

Based on some of the descriptions above, the hypothesis that can be developed in this study is: H1: Workload has a significant effect on Employee Performance.

Workload has a significant effect on Job Stress.

Workload that can cause job stress include excessive task delivery system, and pressure and attitude of leaders towards work targets that are less fair and unnatural. These things can cause employee stress. (Abdurrahmat Fathoni, 2009:176)

Yo & Surya (2015) conducted a study to find out the effect of workload on job satisfaction with job stress as a mediation variable in PT. Lianinti Abadi Denpasar. The results showed that workload has a positive and significant effect on job stress. Furthermore, the results of zulmaidarleni, Sarianti, & Fitria, (2019). It also shows that workload has a positive and significant effect on job stress.

Based on some of the descriptions above, the hypothesis that can be developed in this study is: H2: Workload has a significant effect on Job Stress.

Job stress has a significant effect on Employee Performance.

The relationship between stress and employee performance can be described by an inverted U curve. At low stress levels employee performance is low. In this condition employees have no challenges and boredom arises due to understimulation. Along with the increase in stress to an optimal point, it will produce good performance. This condition is called optimal stress levels. At this optimal stress level it will create innovative ideas, enthusiasm, and constructive

output. At very high stress levels employee performance is also low. In this condition there is a decrease in performance. Excessive stress levels will cause employees in a depressed condition, because they are no longer able to cope with tasks that are too heavy (Wartono, 2017).

Lukito & Alriani, (2019) conducted research to find out and analyze the effect of workload, work environment, work stress on employee performance on PT. Sinarmas distribution of Semarang archipelago. The results showed that Work Stress has a negative and significant effect on Employee Performance.

Based on some of the descriptions above, the hypothesis that can be developed in this study is: H3: work stress has a significant effect on employee performance.

Workload affects Employee Performance through Job Stress

Workload not only directly affects employee performance, workload can also affect employee performance by being mediated by job stress. Excessive workload on individuals can cause stress in their work (Mahfudz, 2017). The greater the workload felt by employees, the higher the work stress that is felt so that it makes employee performance decrease. (Monika, 2013).

Utami, Kirana & Wiyono, (2020) conducted research to find out whether workload affects employee performance through job stress. The results showed that job stress as intervening has an effect on the relationship of variable workload to employee performance.

Based on some of the above descriptions, the hypotheses that can be developed in this study are: H4: Workload affects Employee Performance through Job Stress.

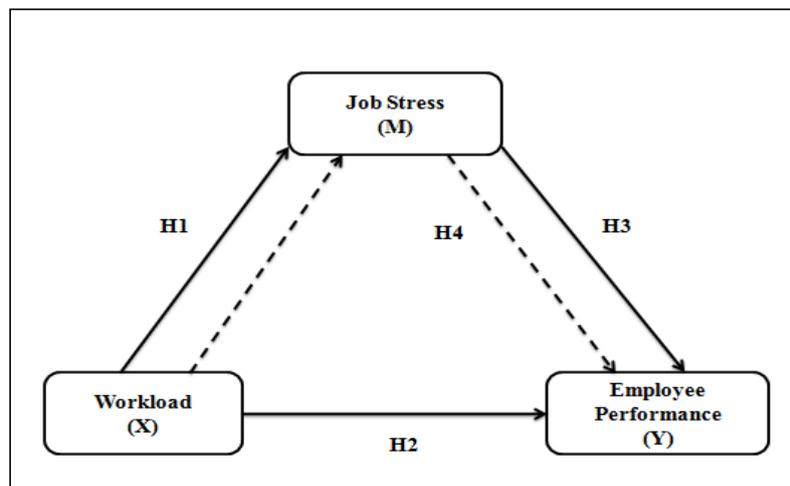


Figure 1. Research Framework

3. Method

The population in this study was all employees of the Land Agency Office of Sikka Regency which counted 60 people. In this study the sampling technique used was saturated sampling. Saturated sampling was a sample determination technique when all members of the population are used as samples.

The analysis method used was the path analysis method. Sani & Maharani (2013) states that path analysis was used to analyze relationship patterns between variables. This model was to determine the direct or indirect influence of a set of free variables (exogenous) on bound variables (endogenous).

In this study the path analysis process was carried out using macro formulations for SPSS designed by Preacher & Hayes, known as PROCESS (Hayes, 2013, in Prasetio et al, 2018).

This technique was considered appropriate to analyze the influence between variables while determining the existence of mediation elements because it avoided having to meet normality assumptions related to sample distribution through the application of bootstrapping confidence intervals. The mediation element of Job Stress will be determined based on upper level and lower level confidence intervals that do not contain the number 0. (Prasetio et al, 2018).

There were three models of analysis involving mediator variables, namely as follows: 1) Perfect or Complete or Full Mediation, meaning that independent variables are not able to significantly affect dependent variables without going through mediator variables; 2) Partial Mediation, meaning that independent variables are able to directly affect dependent variabel or indirectly by involving mediator variables; 3) Ummediated means that independent variables are able to directly affect dependent variables without involving mediator variables.

4. Result and Discussion

Path Analysis

Data analysis was done by path analysis, which tests relationship patterns that reveal the influence of variables with or a variabel set of other variables, both direct and indirect influences. Based on the Output PROCESS Procedure for SPSS Version 3.5 obtained hail as follows:

a. Path a

Path a is the effect of The Workload Variable (X) to the Job Stress Variable (M). Based on output process procedure for SPSS version 3.5, the results are summarized in the following table:

Table 2. Effect of X on M

Model	coeff	se	t	p
Constant	6.3761	2.6076	2.4452	0.0175
Workload	0.4517	0.1083	4.1716	0.0001

Outcome Variable: Work Stress

From the output above, the path coefficient a is 0.4517 and is significant at the level of $p(0.0001) < 0.05$. Based on these results, the decision that can be taken is to reject the null hypothesis (Ho) and accept the alternative hypothesis (Ha). Thus the Workload variable significantly affects the Job Stress variable, meaning that if the Workload variable is further improved then the Job Stress will increase significantly.

b. Path c'

Path c' is the effect of The Workload Variable (X) to the Employee Performance Variable (Y) or the direct effect from the Workload Variable (X) to the Employee Performance Variable (Y). Based on output process procedure for SPSS version 3.5, the results are summarized in the following table:

Table 3. Direct Influence of X on Y

Model	coeff	se	t	p
Constant	34.2391	2.6159	13.0888	0.0000
Workload	-0.2587	0.1179	-2.1937	0.0324
Work Stress	-0.2949	0.1254	-2.3515	0.0222

Outcome Variable: Employee Performance

From the output above, the c' path coefficient is -0.2587 and is significant at the $p(0.0324)$ level > 0.05 . Based on these results, the decision that can be taken is to reject the null

hypothesis (Ho) and accept the alternative hypothesis (Ha). Thus the Workload variable significantly affects the Employee Performance variable, meaning that if the Workload variable is further improved then Employee Performance will decrease with a significant decrease.

c. Path b

Path b is the effect of the Job Stress Variable (M) to the Employee Performance Variable (Y). Based on the Output PROCESS Procedure for SPSS Version 3.5, results can be seen in table 3. above. From the output, coefficient path b as -0.2949 and significant on the level of $p(0.0222) < 0.05$. Based on these results, the decision that can be taken is to reject the null hypothesis (Ho) and accept the alternative hypothesis (Ha). Thus the Job Stress variable significantly affects the Employee Performance variable, meaning that if the Job Stress variable is further improved then Employee Performance will decrease with a significant decrease.

d. Indirect effects (Path a*b)

The a*b path is an indirect effect of Workload Variable (X) to Employee Performance Variable (Y). From the above output we can calculate the indirect effect of multiplication between the path a coefficient (0.4517) and the path coefficient b (-0.2949). The result is -0.1332.

e. Total effect (Path c)

Path c is the effect of the total Workload Variable (X) to the Employee Performance Variable (Y).

Table 4. Total Effect of X on Y

Model	coeff	se	t	p
Constant	32.3586	2.5861	12.5125	0.0000
Workload	-0.3919	0.1074	-3.6494	0.0006

Outcome Variable: Employee Performance

The total effect coefficient is -0.3919 and is significant at the $p(0.0006)$ level < 0.05 .

Based on the Output PROCESS Procedure for SPSS Version 3.5 can be seen the direct effect (direct effect) and indirect (indirect effect) Of Workload Variable (X) to Employee Performance Variable (Y) through Job Stress Variable (M) as presented in the following image:

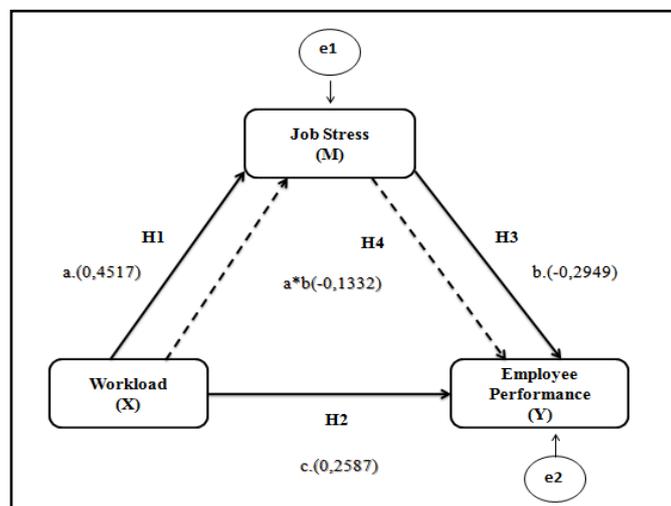


Figure 2. Direct and Indirect Influence

Based on the figure above it can be explained that the direct influence of workload variables on Employee Performance amounted to -0.2587, while the indirect influence of workload variables on Employee Performance amounted to -0.1332. The total effect (total effect) of The Workload Variable (X) on the Employee Performance Variable (Y) can be seen in the following image:

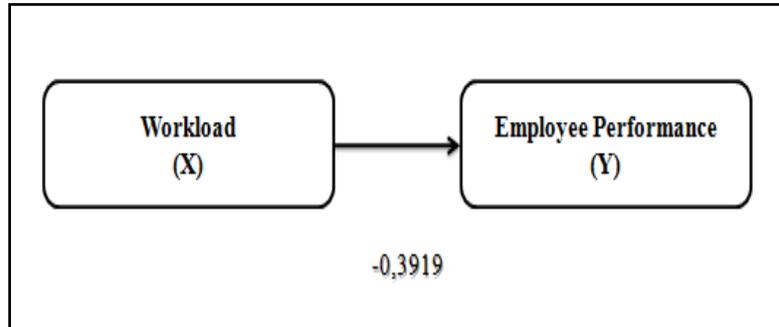


Figure 3. Total Effect

Total effects can also be calculated by summing direct effects plus indirect effects, or the sum of the path c' + path $(a*b)$. Path coefficient c' (-0.2587) plus path coefficient $a*b$ (-0.1332). The total effect coefficient is -0.3919.

Bootstrapping Analysis

Bootstrapping analysis techniques are used to make decisions regarding the or absence of indirect influence of mediator variables in a single model. PROCESS can be used to draw conclusions about the role of mediation not only with conditions such as those presented by Baron and Kenny, but also to see confidence intervals based on bootstrap results. To see if there is a mediation effect or not, it can be seen in the output in the indirect effect of The Workload Variable (X) to the Employee Performance Variable (Y) through the Job Stress Variable (M).

Table 5. Indirect Effects Overview

<i>Effect</i>	<i>coeff</i>	<i>LLCI</i>	<i>ULCI</i>	<i>Information</i>
Total Effect	-0.3919	-0.6069	-0.1769	
Direct Effect	-0.2587	-0.4948	-0.0225	
Indirect Effect	-0.1332	-0.3034	-0.0199	Partial mediation

LLCI = Lower Level Confidence Interval; ULCI = Upper Level Confidence Interval

Based on the table above, the indirect effect coefficient of 0.0845 with a Level of confidence interval of 95% which is between 0.0215 (lower level for CI) to 0.1667 (upper level for CI), from this value it is seen that the range is not too far and does not pass zero, so the pure indirect effect value is not equal to zero. Thus it can be said that at a 95% confidence level, Job Stress provides a significant mediation effect. However, because there is no significant increase after the mediator is controlled and the direct effect value (effect c') remains significant, job stress provides a partial mediation effect. Based on this information, Job Stress has a partial mediation role on the relationship of Workload (X) and Employee Performance (Y), this supports the proposed hypothesis: there is a significant indirect effect of Workload (X) on Employee Performance (Y) through Job Stress (M).

5. Results and Discussion

The discussion of the research results is carried out to further clarify the results of the analysis, both with descriptive analysis and inferential statistics. Furthermore, the results of this study will be connected to foundation of theories, research gaps and the results of previous research.

a. Effect of Workload on Job Stress

Based on the Output PROCESS Procedure for SPSS Version 3.5 shows that the Workload variable has a significant effect on the Job Stress of Employees of the Land Agency Office of Sikka Regency. Significant effect can be interpreted that if the Workload is increasingly increased then the Job Stress of Employees of the Land Agency Office of Sikka Regency will increase with a significant increase. Thus, the results of this study received the first hypothesis proposed, namely: Workload has a significant effect on the Job Stress of Employees of the Land Agency Office of Sikka Regency.

b. Effect of Workload on Employee Performance

Based on the Output PROCESS Procedure for SPSS Version 3.5 shows that the Workload variable has a significant effect on the Performance of Employees of the Land Agency Office of Sikka Regency. Significant effect can be interpreted that if the Workload is increasingly improved then the Performance of Employees of the Land Agency Office of Sikka Regency will increase with a significant increase. Thus, the results of this study received the second hypothesis proposed, namely: Workload has a significant effect on the Performance of Employees of the Land Agency Office of Sikka Regency.

c. Effect of Job Stress on Employee Performance.

Based on the Output PROCESS Procedure for SPSS Version 3.5 shows that the Job Stress variable has a significant effect on the Work Performance of Employees of the Land Agency Office of Sikka Regency. A significant effect can be interpreted that if employee job stress increases, the employee performance of the Land Agency Office of Sikka Regency will increase with a significant increase. Thus, the results of this study received the first hypothesis proposed, namely: Job Stress has a significant effect on the Performance of Employees of the Land Agency Office of Sikka Regency.

d. Effect of Workload on Employee Performance through Job Stress

The results of the track analysis show that the Job Stress variable has a partial mediation role on the relationship of Workload (X) and Employee Performance (Y), this supports the proposed hypothesis: there is a significant indirect effect of Workload (X) on Employee Performance (Y) through Job Stress (M).

5. Conclusions

Based on the results of the analysis and discussion that have been explained in the previous chapter, it can be concluded as follows:

1. Based on the results of track analysis, Workload has a significant effect on Job Stress. This is evidenced by the path coefficient a of 0.4517 and significant at the level of $p(0.0001) < 0.05$ then H1 is accepted. Thus, if the workload increases, the work stress of Employees of the Land Agency Office of Sikka Regency will increase significantly.
2. Based on the results of the track analysis, workload has a significant effect on employee performance. This is evidenced by the magnitude of the c' path coefficient value of -0.2587 and significant at the level of $p(0.0324) > 0.05$ then H2 is accepted. Thus, if the Workload increases, the Performance of Employees of the Land Agency Office of Sikka Regency will decrease with a significant decrease.

3. Based on the results of track analysis, Job Stress has a significant effect on Employee Performance. This is evidenced by the magnitude of the path b coefficient value of -0.2949 and significant at the level of $p(0.0222) < 0.05$ then H3 so if employee work stress increases then the Performance of Employees of the Land Agency Office of Sikka Regency will decrease with a significant decrease.
4. Based on the results of the track analysis, Job Stress has a partial mediation role on the relationship of Workload (X) and Employee Performance (Y), this supports the proposed hypothesis: there is a significant indirect effect of Workload (X) on Employee Performance (Y) through Job Stress (M).

Based on the conclusions of the results of this study, it can be suggested some of the following:

1. The Management of the Land Agency Office of Sikka Regency is advised to always pay attention to employee workload, because the increasing Workload will create high employee work stress, this will have an impact on the decline in Employee Performance.
2. To other researchers, if you want to do similar research, it is advisable to involve other variables that have not been included in this study.

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