



# The role of compensation as a moderating variable in peaffect workload teon employee performance

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## ABSTRACT

The success of an organization cannot be separated from the management of reliable and professional human resources (HR), so that the organization can achieve success in achieving the goals that have been set. HR management must be directed at efforts that are able to explore the potential of human resources in order to make a positive contribution to the organization in the form of optimal individual and team performance. Good performance will certainly increase the value of the company through the level of service and the quality of goods or services offered by the company. The purpose of this study was to analyze the effect of workload on employee performance at PT GIEB Indonesia, and to analyze the moderating effect of compensation on the effect of workload on employee performance at PT GIEB Indonesia. The research design is quantitative with correlational research type. Sampling using saturated sampling, namely all employees of PT. GIEB Indonesia Denpasar as many as 39 people. The data collection technique was carried out by distributing questionnaires to respondents. Data analysis techniques using SEM-PLS with the help of Smart PLS software. Research conclusions include: 1) Workload has a positive and significant effect on employee performance at PT GIEB Indonesia. This shows that the higher the employee's workload, it will motivate employees to work better so that they can show better performance; and 2) Compensation is not able to moderate the influence of workload on employee performance. Compensation is not able to moderate the effect of workload on employee performance.

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## 1. INTRODUCTION

Human resources is one of the supporting factors in achieving the success of an organization or agency (Hasan, 2019; Imelda et al., 2022). All actions taken in each

activity are initiated and determined by humans who are members of the organization (Alam & Nurhalimah, 2021; Nasir, 2020). Through the potential possessed by humans, organizations can achieve success in achieving the goals that have been set (Pasaribu, 2019). Human resource management needs to be directed at a model that attracts all the potential of these human resources for the benefit of the organization or in other words HR management must be directed at efforts that are able to explore HR potential so that they can make a positive contribution to the organization (Polakitang et al., 2019). The development of human resources needs to be properly maintained by the company because human resources are the main factor for business success (Ashary, 2020). No matter how good technology is without being balanced with adequate human resources, of course it will be useless. Technology can be operated by qualified human resources and of course the use of technology supported by adequate human resource capabilities will determine the success of the business.

Performance is a result of work that is achieved by someone in carrying out their duties based on skill, effort and opportunity (Rolos et al., 2018; Supriyanto & Mukzam, 2018). In other words, performance is a result achieved by a person in carrying out tasks based on skill, experience and sincerity as well as time according to predetermined standards and criteria (Lukito & Alriani, 2019). Good employee performance will certainly increase company value through the level of service and quality of goods or services offered by the company (Rahmawati et al., 2022). Employee performance can be assessed from the quantity of work, quality of work, time utilization, and work effectiveness (Akbar, 2018; Fransiska, 2020; Harahap & Tirtayasa, 2020). Many companies expect employees to show good performance to help achieve the goals of the company itself (Orocomna et al., 2018; Purnama, 2014). One of the distributor companies in Denpasar, namely PT. GIEB Indonesia also focuses on good employee performance. PT. GIEB Indonesia is engaged in the distribution sector which acts as an intermediary that distributes products at the factory to retailers/retailers. Good employee performance will certainly be able to improve the company's image for consumers. The better the performance produced by employees in serving consumers will certainly affect the level of income received by the company.

It is known that during 2021-2022 the sales realization has never reached the set sales target, and the sales level in the 2-year period tends to decline. The non-achievement of sales targets and the decline in sales realization is certainly caused by the performance of employees in providing services to consumers.

Employees are part of the successful implementation of company performance. Good employee performance will certainly help the company in achieving company goals. PT GIEB Indonesia conducts performance appraisals of employees. Performance appraisal is assessed from many factors which include work effectiveness, work efficiency, punctuality and aggressiveness at work. In general, it can be described that performance appraisal is carried out by each Supervisor of each division. As for what is assessed in the form of attendance, work results, timeliness of completing work and so on. The performance assessment of each division in 2022 is presented in Table 2. The highest average performance assessment in the attendance aspect is 95.6. While the lowest is in the aspect of work quality which amounted to 91.2. This shows that employee attendance is very good with high scores on employee attendance in each division, while the quality of work is still very low as seen from the performance assessment which shows the lowest indicator aspect compared to other aspects. Then seen from each division that the highest average from the cashier is 95.50, while the lowest average value by the accounts receivable admin team is 90.25.

In detail, it can be explained that the general market section has an average value of 90.50 with the highest score on the attendance indicator and the lowest score on the quantity indicator. This shows that the attendance of general market employees is very good but the quantity of work produced tends to be low. The modern trade

section has an average value of 90.75 with the highest score on the absence indicator and the lowest score on the quantity indicator. This shows that the presence of employees in the modern trade section is very good but the quantity of work produced still tends to be low. The bookkeeping section has an average value of 94.00 with the highest score on the timeliness indicator and the lowest score on the quality indicator. This shows that the bookkeeping department does the job quickly and on time, even though the quality of work tends to be low. The sales admin section has an average value of 90.50 with the highest score on the quantity indicator and the lowest score on the quality indicator. This shows that the sales admin section can complete a lot of work even though the quality tends to be low.

The accounts receivable admin section has an average value of 90.25 with the highest score on the attendance and punctuality indicators, while the lowest score is on the quality indicator. This shows that the employees in the admin section of accounts receivable have very good attendance and can complete work on time, even though the quality of the work produced still tends to be low. The cashier section has an average value of 95.50 with the highest score on the attendance indicator and the lowest score on the quantity indicator. This shows that the attendance of cashier employees is very good even though the quantity of work that can be completed still tends to be low. The warehouse section has an average value of 94.75 with the highest score on the attendance indicator and the lowest score on the quantity indicator. This shows that the presence of employees in the warehouse department is very good even though the quantity of work that can be completed still tends to be low. The warehouse admin section has an average value of 95.25 with the highest score on the attendance indicator and the lowest score on the quantity indicator. This shows that the presence of warehouse admin employees is very good even though the quantity of work that can be completed still tends to be low. The salesman section has an average score of 95.25 with the highest score on the quantity indicator and the lowest score on the quality indicator. This shows that salesmen can complete a lot of work even though the quality of work produced still tends to be low. The shipping section has an average value of 93, 00 with the highest score on the attendance indicator and the lowest score on the quality indicator. This shows that the presence of employees in the shipping section is very good even though the quality of the work produced still tends to be low. The collector's section has an average value of 91.75 with the highest score on the attendance indicator and the lowest score on the timeliness indicator. This shows that employee attendance is very good, although the timeliness of completing work still tends to be low.

This performance assessment is routinely carried out and evaluated annually. This is done to provide rewards for employees with good performance and provide punishment for employees with low performance. The phenomenon that exists at PT. GIEB Indonesia is about employee performance that still needs to be improved. All parts have their respective advantages and disadvantages related to the resulting performance. In addition, regarding the workload received by employees is also a problem. Businesses engaged in the distribution sector will certainly focus on increasing business in the marketing sector, so that the marketing department has a fairly high workload in order to get a lot of customers. Based on the results of the initial observations made, it is known that there are targets given by supervision to salesmen that must be met every day, thus making salesmen stressed at work. If you do not reach the target set, you will receive a warning letter and your position will be demoted to the task of sending goods. However, on the other hand, if the salesman reaches the target, he will be given a bonus and given a promotion.

Many things can affect the performance of the employee itself regardless of internal factors and external factors. A very large workload will certainly have an impact on performance. Employees with a lot of workload will certainly lack time to complete work so that the quality of work will decrease. Workload is very important for the

organization. By providing an effective workload, the company can find out to what extent employees can be given the maximum workload and to what extent it affects the performance of the company itself (Ramadani, 2022). Research on workload has been conducted by (Ramadani, 2022), (Qoyyimah et al., 2020), (Sulastri & Onsardi, 2020) showing that workload has a negative effect on employee performance. Meanwhile, other research conducted by (Sitompul & Simamora, 2021) which states that workload has no effect and is not significant on employee performance. (ROHMAN & ICHSAN, 2021) found that workload has a positive effect on employee performance.

Jamn workload, compensation received by employees can also affect employee performance. Because with compensation that is proportional to work, employees will feel more valued by the company. Compensation viewed from the company's point of view is an element of cost that can affect the company's competitive position, recruitment process and employee turnover rate. Meanwhile, from an employee's point of view, it is an element of income that influences lifestyle, status, self-esteem and feelings of employees towards the company to stay with the company or find another job. Research on compensation has been conducted by (Arifudin, 2019), (Noviana, 2020), and (Febbyani & Masman, 2019) who obtained the result that compensation has a positive and significant effect on employee performance.

There is a theory of the existence of a relationship between workload and employee performance where if the workload is high it will cause decreased performance or it can be explained that the higher the workload received by an employee will affect the employee's performance and vice versa. However, in its application to companies, sometimes company management does not consider the workload of employees, so this can have an impact on the resulting performance. With appropriate compensation, of course, employees will be more enthusiastic about working with good performance even with a high workload. Compensation can weaken the negative effect of workload on employee performance.

Based on the problems previously described regarding the percentage of sales that has decreased in 2021-2022, it shows poor performance. Then related to the performance of employees at PT. GIEB Indonesia is assessed through performance appraisal on several aspects of the assessment, it is known that employee attendance is very good with high scores on employee attendance in each division. Meanwhile, the quality of work is still very low, seen from the performance appraisal which shows the lowest indicator aspects compared to other aspects. Apart from these problems, Previous research also found inconsistent results in which one study stated that it had an effect while other studies stated that it had no effect or one study stated that it had a positive effect while other studies stated that it had a negative effect. In accordance with this, it is necessary to conduct research on the Effect of Workload on Moderated Compensation Employee Performance at PT. GIEB Indonesia. The purpose of this study, among other things, to analyze the effect of workload on employee performance at PT. GIEB Indonesia, as well as analyzing the moderating effect of compensation on the effect of workload on employee performance at PT. GIEB Indonesia. it is necessary to do research on the Effect of Workload on Moderated Compensation Employee Performance at PT. GIEB Indonesia. The purpose of this study, among other things, to analyze the effect of workload on employee performance at PT. GIEB Indonesia, as well as analyzing the moderating effect of compensation on the effect of workload on employee performance at PT. GIEB Indonesia. it is necessary to do research on the Effect of Workload on Moderated Compensation Employee Performance at PT. GIEB Indonesia. The purpose of this study, among other things, to analyze the effect of workload on employee performance at PT. GIEB Indonesia, as well as analyzing the moderating effect of compensation on the effect of workload on employee performance at PT. GIEB Indonesia.

## 2. RESEARCH METHOD

This study analyzes the effect of workload on employee performance by using compensation as a moderating variable. The research concept is described in a conceptual research framework that develops X, Y, Z variables. The conceptual framework in this study is presented in Figure 1. as follows:

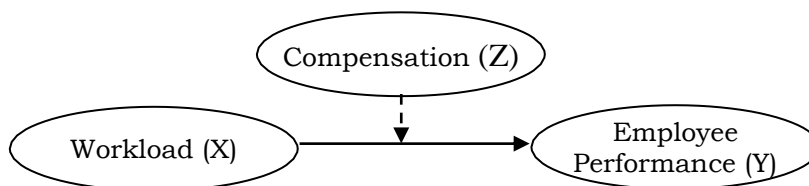


Figure 1. Figures Conceptual Research

Workload is a process for determining the number of hours a person needs to complete a job in a certain time (Qoyyimah et al., 2020). Employee workload is one of the factors into consideration in determining employee performance. What must be avoided is the excessive workload of employees as a result of an imbalance between work and the number of employees (Lukito & Alriani, 2019). The more workload that is obtained by employees, of course, it will be able to reduce employee performance due to lack of time and good quality work. The results of previous research conducted by (Qoyyimah et al., 2020), (Sulastri & Onsardi, 2020), (Ramadani, 2022) obtained the result that workload has a negative and significant effect on employee performance.

Hypothesis 1: Workload has a negative and significant effect on performance employee. The performance of these employees affects how much they contribute to the company (Gadzali et al., 2020). Performance is a work result produced by employees in quantity and quality in carrying out the tasks assigned to them to achieve company goals legally (Ramadani, 2022). A high workload will make it difficult for employees to complete work, so that the quantity and quality of work will not be maximized. A high workload will certainly affect the performance produced by employees. However, when balanced with appropriate compensation, it can reduce the negative impact of workload on employee performance. High compensation can weaken the negative effect of high workload on employee performance. The results of previous research conducted by Ardiananda (2022) found that compensation plays a role in moderating the effect of workload on employee job satisfaction, so it can be concluded that employee workload is indeed very high but it is comparable to the compensation they get to meet their needs. Based on the theory statement and the study of previous research results, it can be formulated:

Hypothesis 2: Compensation can weaken the negative effect of workload on employee performance. Design This study uses a quantitative design with a correlational or associative type of research which states the influence between variables. The observed variables include: workload (independent variable), employee performance (dependent variable), and compensation (moderating variable). The population in this study are all employees of PT. GIEB Indonesia Denpasar, totaling 39 people. Sampling used saturated sampling because the population was relatively small and so that the research results were closer to the actual situation, so the number of samples in this study were 39 people. The primary data collection technique is carried out by distributing research instruments in the form of questionnaires to employees of PT. GIEB Indonesia Denpasar as a respondent, The research questionnaire was designed to include the characteristics of the respondents and question items about the research

variables. The validity and reliability tests of the research data were carried out before the data analysis stage to test the accuracy (valid) and consistency (reliable) of the research instruments. Furthermore, the data was analyzed using the SEM-PLS data analysis technique with the help of Smart PLS software.

### 3. RESULTS AND DISCUSSIONS

#### 3.1 Results

##### a. Respondent characteristics

Respondent characteristics are used to determine the diversity of respondents who are classified by gender, age and level of education. This is expected to provide a fairly clear picture of the condition of the Respondents and their relation to the problems and research objectives. To clarify the characteristics of the respondent in question, a table is presented regarding the respondent's data as explained below.

Table 1. Percentage of respondent characteristics

Characteristics	Category	Total	
		N (person)	% (percentage)
Gender	Mani	16	41,0
	womann	23	59,0
Age	21-25 years	8	20,5
	26-30 years	11	28,2
	31-35 years	9	23,1
	36-40 years	3	7,7
	41-45 years	4	10,3
	45-50 years	4	10,3
Education	SMA/K	16	41,0
	Diplomaa	7	17,9
	S1	16	41,0

Based on Table 3, the majority of respondents in the sample were women with a total of 23 people, which accounted for around 59.0% of the total population. Meanwhile, the number of male respondents was 16 people, which is about 41.0% of the total population. In terms of age characteristics, the majority of respondents were in the age group of 26-30 years with a total of 11 people or around 28.2%. Meanwhile, the 31-35 year age group had 9 respondents, with a percentage of 23.1%. The 21-25 year age group has 8 respondents, with a percentage of 20.5% of the total population. Then, the age group of 36-40 years has 3 respondents, which is about 7.7% of the total population. Meanwhile, the age group 41-45 years and 45-50 years each had 4 respondents, both of which account for about 10.3% of the total population each. Furthermore, the characteristics of respondents based on education, based on Table 4, the majority of respondents in the sample have a high school education level, with a percentage of 41.0% of the total population. There were 16 respondents with a SMA/K education level, while the number of respondents with an undergraduate education level was also 16 people. In addition, there were 7 respondents with a Diploma education level, with a percentage of 17.9% of the total population. while the number of respondents with an undergraduate education level was also 16 people. In addition, there were 7 respondents with a Diploma education level, with a percentage of 17.9% of the total population. while the number of respondents with an undergraduate education level was also 16 people. In addition, there were 7 respondents with a Diploma education level, with a percentage of 17.9% of the total population.

### b. Results of Research Instrument Testing

Shave not analyzed the data, first tested the validity and reliability of the data obtained from research instruments. If the research instrument is declared valid and reliable, it means that the instrument is feasible to use so that it can measure variables properly. The validity test was carried out to see the accuracy and accuracy of the instrument as a measuring tool. To determine the level of validity of the instrument can be seen by comparing the value of the correlation coefficient (Pearson Correlation) of the instrument with the R table value. If the correlation coefficient value is  $> 0.30$ , the statement item is valid. If the correlation coefficient value is  $< 0.30$ , the statement item is declared invalid. Based on the results of validity testing that all statements from the indicators of each variable used in this study have a correlation coefficient that is greater than the r-table, namely 0.30, so that all questionnaire statements in this study are declared valid. Testing the reliability of each research instrument obtained from the answers to the questionnaire was carried out to obtain reliable research results. A reliable instrument means that if the instrument is used several times to measure the same object, it will produce the same data. The provision of an instrument is said to be reliable or reliable, if it has a Cronbach's alpha coefficient greater than 0.70. The results of the Instrument Reliability Test obtained from the calculation of each variable the Cronbach's Alpha value is greater than 0.70.

### c. Results Measurement Model (Outer Model)

Mmeasurement model (outer model) is used to test the construct validity and reliability of the instrument. Testing the suitability of the model through validation testing on PLS is carried out with the outer model. The measurement model or outer model is evaluated with convergent and discriminant validity of the indicators and composite reliability for the indicator block. The following is the result of the PLS program model scheme that was tested as follows:

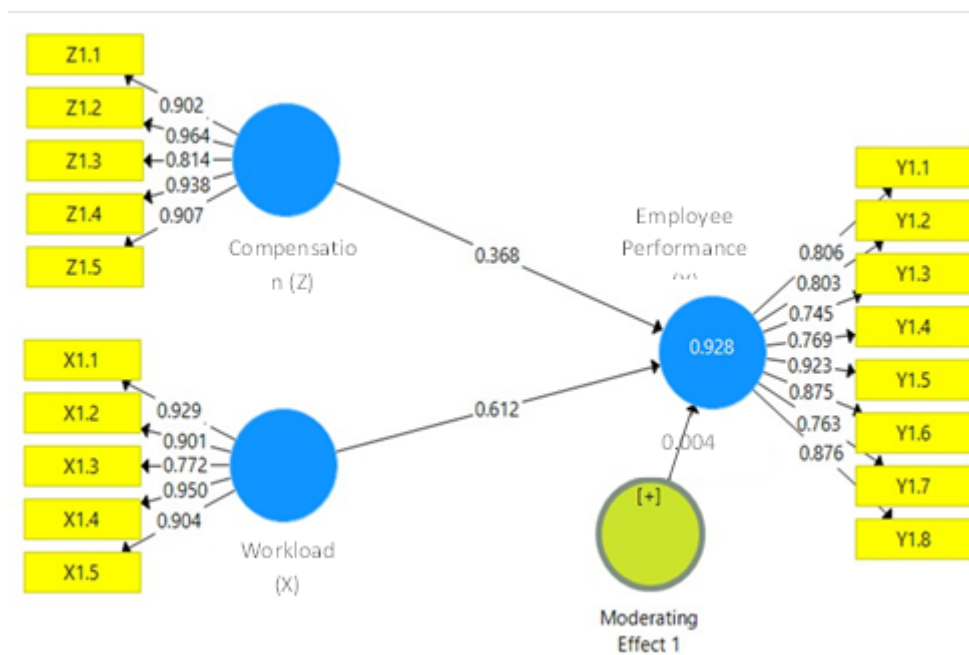


Figure 2. Model measurement

*Convergent validity* is a measurement of the correlation between the indicator score and the latent construct score. For this study a loading factor of 0.6 to 0.7 is considered sufficient, because it is the initial stage of developing a measurement scale and the number of indicators per construct is not large, ranging from 1 to 3 indicators. The calculation results for each research variable indicator have an outer loading value of  $> 0.7$ , so that all indicators are declared feasible or valid for use in research and can be analyzed further. Discriminant validity is an indicator measurement with its latent construct. Discriminant validity was measured by comparing the square root average variance extracted (AVE root) values for each construct with the correlation between that construct and the other constructs in the model. If the AVE root value of a construct is greater than the correlation value of the other constructs in the model, it can be concluded that the construct has good discriminant validity, and vice versa. It is recommended that the AVE measurement value should be greater than 0.5. It is known that in this study the AVE value was  $> 0.5$ . These results state that each variable has good discriminant validity.

*Composite reliability* indicates the degree which indicates common latent (unobserved), so that it can show block indicators that measure the internal consistency of construct forming indicators. The accepted cut-off value for the composite reliability level is  $> 0.6$ , although it is not an absolute standard. Composite reliability value of all research variables  $> 0.6$ . These results indicate that each variable has met composite reliability so that it can be concluded that all variables have a high level of reliability. The reliability test with composite reliability can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or meets cronbach alpha if it has a cronbach alpha value  $> 0.6$ . Cronbach alpha value of each research variable  $> 0.6$ .

#### d. Results of Structural Model Measurement (Inner Model)

Structural model valuation (Structural Model/Inner Model) is a measurement to evaluate the level of accuracy of the model in the research as a whole, which is formed through several variables along with their indicators. The structural model of this research can be seen in the following figure:

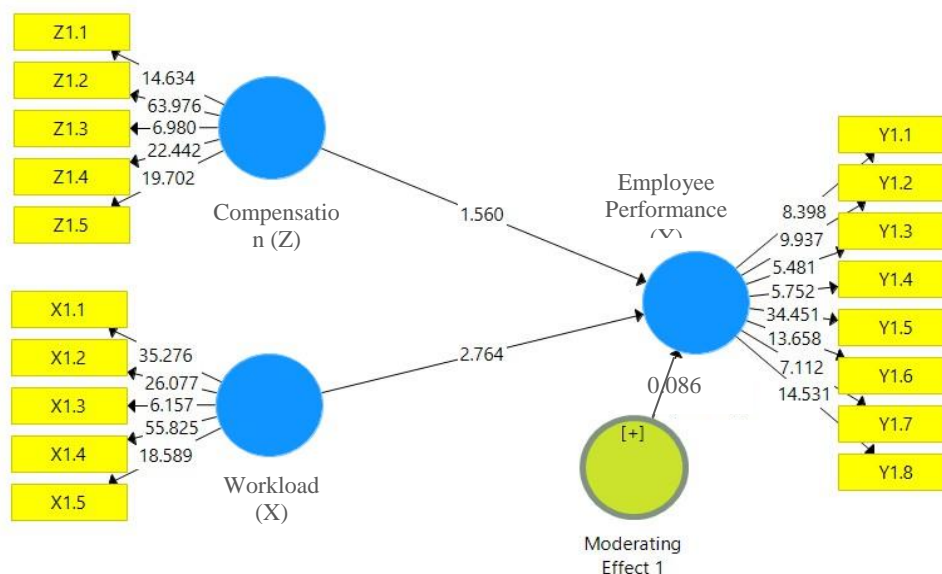


Figure 3. Structural model measurement

*R-Square* (R<sup>2</sup>) can show the strength and weakness of the influence caused by the dependent variable on the independent variable. *R-Square* (R<sup>2</sup>) can also show the strength and weakness of a research model. According to (Ghozali, 2015), the *R-Square* (R<sup>2</sup>) value of 0.67 is classified as a strong model, *R-Square* (R<sup>2</sup>) is 0.33 a moderate model, and *R-Square* (R<sup>2</sup>) is 0.19 classified as a weak model. . Based on data processing that has been carried out using the smartPLS 3.0 program, the *R-Square* value for the Employee Performance variable is 0.928, explaining that the percentage of Employee Performance can be affected by Workload and Compensation of 92.8%, so from the *R-Square* criteria all inner the model that forms the performance has met the requirements.

Table 2. Hypothesis test results

Influencerh Directg	original Sample (O)	sample Means (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	p-value
Beban Work (X)→Employee performance	0.612	0.527	0.222	2.764	0.006
compensation(Z)→Em ployee Performance (Y)	0.368	0.468	0.236	1.560	0.119
Moderating Effect 1→performance ja Employee (Y)	0.004	0.024	0.051	0.086	0.931

Tabell 4 shows that of the two hypotheses proposed in this study, it can be explained as follows: (a) PeThe effect of workload on employee performance with an original sample value of 0.612 (positive), a t-statistics value of 2.764 and a p-value of 0.006 indicates that workload has a positive and significant effect on employee performance. Thus, H1 is rejected. (b) PeThe effect of Compensation moderates the effect of Workload on Employee Performance with an original sample value of 0.004 (positive), a t-statistics value of 0.086 and a p-value of 0.931 indicating that Compensation does not moderate the effect of workload on Employee Performance. Thus, H2 is rejected.

### 3.2 Discussion

#### Peninfluence Workload on Employee Performance

Based on the results of data analysis, it shows that workload has a positive and significant influence on employee performance. In theory, workload is a process for determining the number of hours a person works needed to complete a job in a certain time (Qoyyimah et al., 2020). Employee workload is one of the factors into consideration in determining employee performance. What must be avoided is the excessive workload of employees as a result of an imbalance between work and the number of employees (Lukito & Alriani, 2019). The more workload that is obtained by employees, of course, it will be able to reduce employee performance due to lack of time and good quality work. Based on the test results and existing concepts, It appears that workload can affect employee performance. The results of the study found that workload has a positive effect on employee performance. This shows that the higher the workload of employees, the more motivated employees will be to complete the work, so that their performance will also increase. This finding indirectly indicates that the more workload that can be completed, the better employee performance will be. The results of this study support the results of a previous research study conducted by (Surijadi & Musa, 2020) which found that workload has a significant positive effect on employee performance. This shows that the higher the workload of employees, the more motivated employees will be to complete

the work, so that their performance will increase as well. This finding indirectly indicates that the more workload that can be completed, the better employee performance will be. The results of this study support the results of a previous research study conducted by (Surijadi & Musa, 2020) which found that workload has a significant positive effect on employee performance. This shows that the higher the workload of employees, the more motivated employees will be to complete the work, so that their performance will also increase. This finding indirectly indicates that the more workload that can be completed, the better employee performance will be. The results of this study support the results of a previous research study conducted by (Surijadi & Musa, 2020) which found that workload has a significant positive effect on employee performance.

#### Moderation of Compensation for the Influence of Workload on Performance Employee

Based on the results of data analysis it is known that compensation does not moderate the effect of workload on employee performance. In theory, the performance of these employees affects how much they contribute to the company (Gadzali et al., 2020). Performance is a work result produced by employees in quantity and quality in carrying out the tasks assigned to them to achieve company goals legally (Ramadani, 2022). A high workload will make it difficult for employees to complete work, so that the quantity and quality of work will not be maximized. A high workload will certainly affect the performance produced by employees. However, when balanced with appropriate compensation, it can reduce the negative impact of workload on employee performance.

#### 4. CONCLUSION

The conclusions of the study were drawn based on the results of the research and discussion that have been described previously, that workload has a positive and significant effect on employee performance at PT. GIEB Indonesia. This shows that the higher the workload of employees, the more motivated employees are to work better so that they can show better performance. Furthermore, compensation is not able to moderate the effect of workload on employee performance at PT. GIEB Indonesia. This shows that compensation cannot strengthen or weaken the effect of workload on employee performance. As for suggestions from this study, including for PT. GIEB Indonesia is expected to pay attention to the compensation given to employees, because with appropriate compensation will be able to minimize the effect of workload on employee performance. Employee performance can be improved through appropriate compensation and consideration in assigning workload to employees. This research can be used as reference material for further research in analyzing the effect of workload on employee performance. This research is expected to be a decision-making tool for stakeholders in improving employee performance. Future researchers are expected to be able to develop research further by adding variables and research samples, so that they will obtain better results.

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