

The Effect of Workload And Job Stress On Employee Performance With Job Satisfaction As A Mediator

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Abstract

This study aims to analyze the effect of workload and job stress on employee performance, with job satisfaction as a mediating variable. The research is motivated by the phenomenon of high work volume and limited staff in public service units, which may lead to increased job stress and decreased performance if not balanced by adequate job satisfaction. The research employs a quantitative causal approach using Structural Equation Modeling–Partial Least Squares (SEM–PLS). The population consists of employees working in a central government public service unit, with a total sample of 111 respondents. Primary data were collected through a five-point Likert scale questionnaire, while secondary data were obtained from institutional performance reports. The results indicate that workload and job stress significantly affect both job satisfaction and employee performance. Furthermore, the effect of workload on employee performance becomes stronger when mediated by job satisfaction, implying that job satisfaction can mitigate the negative impact of workload and job stress on employee performance. These findings highlight the strategic importance of enhancing job satisfaction to sustain employee performance under high work pressure.

Keywords: *Workload; Job Stress; Job Satisfaction; Employee Performance; SEM- PLS*

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh beban kerja dan stres kerja terhadap kinerja karyawan, dengan kepuasan kerja sebagai variabel mediasi. Penelitian ini dimotivasi oleh fenomena volume kerja yang tinggi dan keterbatasan staf di unit layanan publik, yang dapat menyebabkan peningkatan stres kerja dan penurunan kinerja jika tidak diimbangi dengan kepuasan kerja yang memadai. Penelitian ini menggunakan pendekatan kausal kuantitatif dengan menggunakan Structural Equation Modeling–Partial Least Squares (SEM–PLS). Populasi terdiri dari karyawan yang bekerja di unit layanan publik pemerintah pusat, dengan total sampel 111 responden. Data primer dikumpulkan melalui kuesioner skala Likert lima poin, sedangkan data sekunder diperoleh dari laporan kinerja institusional. Hasil penelitian menunjukkan bahwa beban kerja dan stres kerja secara signifikan memengaruhi kepuasan kerja dan kinerja karyawan. Lebih lanjut, pengaruh beban kerja terhadap kinerja karyawan menjadi lebih kuat ketika

dimediasi oleh kepuasan kerja, yang menyiratkan bahwa kepuasan kerja dapat mengurangi dampak negatif beban kerja dan stres kerja terhadap kinerja karyawan. Temuan ini menyoroti pentingnya strategis peningkatan kepuasan kerja untuk mempertahankan kinerja karyawan di bawah tekanan kerja yang tinggi.

Kata kunci: *Beban kerja; Stres kerja; Kepuasan Kerja; Kinerja Karyawan; SEM-PLS*

Introduction

1. Background

One of the main challenges faced by government institutions that provide public services is the imbalance between the number of employees and the increasing workload. This condition often becomes an obstacle to achieving optimal employee performance and high-quality public services. In addition, such an imbalance may generate negative consequences, including increased work pressure that can lead to job stress. If job stress is not properly managed, it may affect employees' job satisfaction and performance, which in the long term can also reduce the quality of services delivered to the public.

This phenomenon can be observed in the integrated service counters that handle consultations and complaints related to the licensing process for the utilization of foreign workers. The high number of service users is partly caused by service completion times that exceed the established service standards of two to four working days. These delays are assumed to result from the mismatch between workload demands and the limited number of available employees. Beyond its impact on service delivery, this condition also affects employees, who experience work pressure due to high work volume, limited time to complete tasks, and strict performance targets.

Job stress experienced by employees has the potential to influence their performance. Performance data from 2022 to 2024 indicate a general decline in performance achievement. However, the overall performance achievement rate remains relatively adequate, reaching approximately 75%, which suggests that more than half of incoming service requests are still successfully completed. This condition indicates that despite increasing workload and job stress, employee performance can still be maintained at a certain level.

Workload and job stress are closely related factors that may influence employee performance. Employees facing high workloads tend to experience time pressure, fatigue, and job burnout, which may trigger job stress and eventually reduce performance. However, in certain conditions, a moderate level of stress may encourage employees to improve their performance due to motivation to achieve performance targets. This indicates that workload and job stress do not always have a uniformly negative impact on performance.

Previous empirical studies have reported inconsistent findings regarding the relationships among workload, job stress, job satisfaction, and performance. Oktavia (2020) found that workload does not significantly affect performance,

while Iriansyah (2024) reported a positive effect of workload on employee performance. Similarly, Hendriyadi (2021) concluded that job stress negatively affects performance through organizational commitment, whereas Iriansyah (2024) found that job stress has a positive effect on performance. Furthermore, Pandaleke (2016) stated that job satisfaction does not significantly improve employee performance, while Pratama (2022) found that job satisfaction has a positive and significant effect on work productivity.

Based on performance data from 2022 to 2024, an increase in workload was accompanied by a decline in performance achievement. Nevertheless, the performance level remained at 75%, indicating that employees were still able to complete their tasks relatively well. This suggests the presence of a factor that helps maintain employee performance despite high workload and job stress. That factor is job satisfaction. According to Hasibuan (2016), job satisfaction is influenced by working conditions, workload, and relationships with supervisors. Siagian (2002) also emphasizes that job satisfaction is closely related to motivation and work effectiveness.

This study aims to analyze the effect of workload and job stress on employee performance, with job satisfaction as a mediating variable. The theoretical framework underlying this study is the Job Demands–Resources (JD-R) Theory proposed by Demerouti et al. (2001). This theory explains that every job consists of job demands and job resources, both of which influence employees' psychological conditions and performance. In the context of this study, workload and job stress represent job demands, while job satisfaction functions as a job resource that may influence employee performance.

Workload refers to the amount of work that must be completed within a certain period and level of difficulty (Sedarmayanti, 2004). Excessive workload may lead to fatigue and job stress, which can ultimately reduce employee performance if experienced continuously. Job stress is a psychological response that arises when job demands exceed an individual's capacity or available resources. According to Handoko (2016), poorly managed job stress can negatively affect work motivation, job satisfaction, and employee performance.

2. Research Questions

Considering the aforementioned background, this research presents the following research questions:

- a. Does workload affect job satisfaction?
- b. Does job stress affect job satisfaction?
- c. Does workload affect employee performance?
- d. Does job stress affect employee performance?
- e. Does job satisfaction affect employee performance?
- f. Does workload affect employee performance through job satisfaction?
- g. Does job stress affect employee performance through job satisfaction?

Literature Review

1. Workload

Workload refers to the amount of work that must be completed by an employee within a certain period and level of difficulty. Sedarmayanti (2004; 2017) defines workload as the quantity of tasks that must be accomplished within a specific time frame according to job demands. Excessive workload that is not balanced with employee capacity may lead to physical and mental fatigue, which in turn can reduce employee performance.

Mangkunegara (2009) states that high workload without adequate support and resources can increase job stress and negatively affect employee performance. In organizational settings, workload is commonly reflected through indicators such as the number of tasks, working time, and performance targets assigned to employees.

2. Job Stress

Job stress is a psychological condition that arises when employees perceive job demands as exceeding their abilities or available resources. According to Handoko (2016), job stress can negatively affect work motivation, job satisfaction, and employee performance if it is not properly managed. High levels of job stress may lead to emotional exhaustion, anxiety, and decreased work effectiveness.

In the context of public service organizations, job stress often emerges due to high service demands, strict deadlines, and performance targets. Previous studies indicate that job stress is closely related to workload and work pressure, although its impact on performance may vary depending on individual and organizational factors.

3. Job Satisfaction

Job satisfaction refers to an individual's positive emotional response toward their job and work environment. Hasibuan (2016) explains that job satisfaction is influenced by working conditions, workload, and relationships with supervisors. Employees who experience higher levels of job satisfaction tend to show better work attitudes, stronger motivation, and higher commitment to organizational goals.

Siagian (2002) emphasizes that job satisfaction is closely associated with work motivation and effectiveness. In public sector organizations, job satisfaction may also be influenced by organizational policies, performance standards, and work procedures that shape employees' daily work experiences.

4. Employee Performance

Employee performance reflects the extent to which employees are able to accomplish tasks and responsibilities in accordance with organizational objectives. Lestari (2023) defines performance as the contribution and

achievement of employees in supporting organizational goals. Similarly, Mangkunegara (2017) states that performance is the result of work achieved by an employee in terms of both quality and quantity, based on the responsibilities assigned.

Performance in public service institutions is commonly measured through indicators such as task completion, work quality, timeliness, and accuracy. Maintaining employee performance is essential for ensuring effective and efficient public service delivery.

5. Relationship among Workload, Job Stress, Job Satisfaction, and Performance

The relationships among workload, job stress, job satisfaction, and employee performance have been widely examined in previous studies, yet the findings remain inconsistent. Some studies suggest that workload and job stress negatively affect job satisfaction and performance, while others indicate that moderate levels of stress may enhance performance by motivating employees to achieve targets. The Job Demands–Resources (JD-R) Theory proposed by Demerouti et al. (2001) provides a theoretical framework to explain these relationships. The theory suggests that job demands, such as workload and job stress, may lead to strain and reduced performance, whereas job resources, such as job satisfaction, can help employees cope with job demands and maintain performance.

Based on this theoretical perspective, job satisfaction is expected to play a mediating role in the relationship between workload and job stress on employee performance. Employees with higher job satisfaction may be better able to manage work pressure and stress, thereby sustaining their performance even under demanding working conditions.

6. Prior Research

Oktavia (2020) stated that workload has no effect on performance, whereas Iriansyah (2024) concluded that workload has a positive effect on employee performance, indicating that higher workload is associated with higher performance levels. Hendriyadi (2021) found that job stress negatively affects performance through organizational commitment, while Iriansyah (2024) reported that job stress has a positive effect on employee performance. Pandaleke (2016) concluded that higher job satisfaction does not lead to an increase in employee performance, and even if an increase occurs, it is not statistically significant. In contrast, Pratama (2022) found that job satisfaction has a positive and significant effect on work productivity.

This study complements previous research that predominantly examined the relationships between workload, job stress, and performance in the private sector and government institutions whose characteristics do not primarily involve the implementation of national public service delivery. In contrast, this study is

conducted in a central government institution that performs strategic public service functions with a high volume of work due to centralized (non-distributed) service delivery and strict service time standards. Therefore, studies with such characteristics remain relatively limited.

From a conceptual framework perspective, this study introduces job satisfaction as a mediating variable between workload and job stress and employee performance. This approach aims to re-examine and clarify the relationships among these variables, particularly in light of inconsistent findings reported in previous studies.

7. Conceptual Framework and Hypotheses

Based on the conceptual framework, the hypotheses of this study are formulated as follows:

- a. H1: Workload has a significant effect on job satisfaction.
- b. H2: Job stress has a significant effect on job satisfaction.
- c. H3: Workload has a significant effect on employee performance.
- d. H4: Job stress has a significant effect on employee performance.
- e. H5: Job satisfaction has a significant effect on employee performance.
- f. H6: Workload has a significant effect on employee performance through job satisfaction.
- b. H7: Job stress has a significant effect on employee performance through job satisfaction.

Research Methods

This study employs a quantitative causal research design to examine the relationships among workload, job stress, job satisfaction, and employee performance. The causal approach is used to identify the direct and indirect effects among the variables. Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS), which is appropriate for complex models with mediation effects and relatively small sample sizes.

a. Population and Sample

The population of this study consists of employees working at the Directorate of Control of the Utilization of Foreign Workers. The sampling technique used was simple random sampling, in which each member of the population had an equal opportunity to be selected as a respondent. Based on the Slovin formula, a total of

111 respondents were obtained from a population of 153 employees and used as the research sample.

b. Data Collection

Primary data were collected through a structured questionnaire distributed to respondents. The questionnaire was designed using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Secondary data were obtained from institutional documents, including the number of employees,

service application data, effective working hours, and performance reports from the relevant work unit.

c. Research Variables and Measurement

The variables examined in this study and their indicators are as follows:

- Workload (X1): number of tasks, working time, performance targets
- Job Stress (X2): workload pressure, fatigue, anxiety, work pressure
- Job Satisfaction (M): satisfaction feeling, time flexibility, appreciation, work relationships
- Employee Performance (Y): task completion, work quality, timeliness, accuracy

d. Data Analysis Technique

Data analysis was conducted using inferential statistical techniques to draw conclusions and generalize the findings to the population. The SEM-PLS analysis was performed using SmartPLS version 4. The analysis included evaluation of the measurement model (convergent validity, discriminant validity, and reliability) and evaluation of the structural model (R-square, path coefficients, and hypothesis testing). Hypothesis testing was conducted using the bootstrapping procedure, with a significance level of 5% ($p < 0.05$).

Result and Discussion

Result of Data Analysis

a. Measurement Model Evaluation

The measurement model was evaluated through convergent validity, discriminant validity, and reliability testing. Convergent validity was assessed by examining outer loading values and the Average Variance Extracted (AVE). An indicator is considered valid if its outer loading value exceeds 0.50, while AVE values greater than 0.50 indicate good convergent validity.

The results show that all indicators of workload, job stress, job satisfaction, and employee performance have outer loading values above 0.50. In addition, the AVE values for all constructs exceed the minimum threshold of 0.50, indicating that the indicators adequately represent their respective latent variables. Therefore, convergent validity is confirmed.

Discriminant validity was assessed by comparing the square root of AVE for each construct with the correlations among constructs. The results indicate that the square root of AVE for each variable is higher than its correlation with other variables, confirming that all constructs meet the criteria for discriminant validity. Reliability testing was conducted using Cronbach's Alpha and Composite Reliability values. The results show that all constructs have Cronbach's Alpha and Composite Reliability values greater than 0.70, indicating that the measurement instruments used in this study are reliable.

b. Structural Model Evaluation

The structural model was evaluated using the coefficient of determination

(R^2) to examine the explanatory power of the model. The adjusted R^2 value for job satisfaction is 0.068, indicating that workload and job stress explain 6.8% of the variance in job satisfaction. This result suggests that the explanatory power of the model for job satisfaction is relatively weak, implying that job satisfaction is influenced by other factors not included in this study.

Meanwhile, the adjusted R^2 value for employee performance is 0.394, indicating that workload, job stress, and job satisfaction explain 39.4% of the variance in employee performance. This value reflects a moderate level of explanatory power, suggesting that the model is reasonably effective in explaining employee performance.

c. Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure by examining path coefficients, t-statistics, and p-values. A hypothesis is considered supported if the t-statistic exceeds 1.96 and the p-value is less than 0.05.

The results indicate that workload does not have a significant effect on job satisfaction ($p = 0.905$) or employee performance ($p = 0.826$). These findings suggest that differences in workload levels do not significantly influence employees' satisfaction or performance in the observed public service context.

Job stress has a significant negative effect on job satisfaction ($p = 0.026$), indicating that higher levels of job stress reduce employees' job satisfaction. However, job stress does not have a significant direct effect on employee performance ($p = 0.656$). Job satisfaction has a significant positive effect on employee performance ($p < 0.001$), indicating that employees with higher job satisfaction tend to demonstrate better performance.

d. Mediating Effect of Job Satisfaction

The mediation analysis shows that job satisfaction does not mediate the relationship between workload and employee performance ($p = 0.904$). This result occurs because workload does not significantly affect job satisfaction, which prevents job satisfaction from functioning as a mediator in this relationship.

In contrast, job satisfaction significantly mediates the relationship between job stress and employee performance ($p = 0.041$). This finding indicates that job stress affects employee performance indirectly through job satisfaction. Higher job stress reduces job satisfaction, which subsequently leads to lower employee performance.

Discussion

The finding that workload does not significantly affect job satisfaction or employee performance suggests that employees are generally able to manage their workload effectively. This condition may be influenced by organizational policies such as standardized service procedures, daily performance targets, and workload distribution mechanisms that create relatively uniform work patterns

among employees. As a result, workload differences are perceived as less impactful on satisfaction and performance.

The significant negative effect of job stress on job satisfaction is consistent with previous studies and indicates that psychological pressure plays an important role in shaping employees' work experiences. Employees who experience higher stress levels tend to feel less satisfied with their jobs.

The strong positive effect of job satisfaction on employee performance highlights the importance of job satisfaction as a key factor in maintaining performance in public service organizations. Even under conditions of high workload and job stress, employees with higher job satisfaction are more likely to sustain their performance levels.

Overall, these findings support the Job Demands–Resources (JD-R) Theory, which emphasizes that job resources such as job satisfaction can help employees cope with job demands and maintain performance

Conclusion and Recommendation

1. Conclusion

This study examined the effects of workload and job stress on employee performance, with job satisfaction as a mediating variable, in the context of a public service organization. Based on the results of the SEM-PLS analysis, several conclusions can be drawn.

- a. Workload does not have a significant effect on job satisfaction. This finding indicates that the level of workload alone does not necessarily determine employees' job satisfaction. In the observed organizational context, employees appear to be able to adapt to existing workload conditions.
- b. Workload does not have a significant direct effect on employee performance. This result suggests that higher or lower workload levels do not automatically lead to changes in performance outcomes.
- c. The coefficient of determination shows that workload and job stress explain only a small proportion of the variance in job satisfaction. This indicates that job satisfaction is a complex construct influenced by various organizational factors beyond workload and job stress, such as leadership, reward systems, work environment, and career development opportunities.
- d. Job stress has a significant negative effect on job satisfaction. Higher levels of job stress tend to reduce employees' satisfaction with their jobs.
- e. Job stress does not have a significant direct effect on employee performance. This suggests that the level of stress experienced by employees does not directly determine performance outcomes.
- f. Job satisfaction has a significant positive effect on employee performance. Employees who experience higher job satisfaction are more likely to demonstrate better performance.
- g. Job satisfaction does not mediate the relationship between workload and employee performance because workload does not significantly affect job

satisfaction.

Finally, job satisfaction is found to mediate the relationship between job stress and employee performance. This indicates that job stress influences performance indirectly through its effect on job satisfaction.

2. Recommendations

Based on the findings and limitations of this study, several recommendations are proposed.

- a. The finding that workload does not significantly affect job satisfaction or performance contributes to the existing literature by showing that the impact of workload is not always consistent across organizational contexts. Organizational policies such as standardized service procedures and daily performance targets may reduce variations in perceived workload. Future studies are encouraged to explore factors that may buffer or moderate the impact of workload on job satisfaction and performance.
- b. Macro-level policies such as the “zero inbox” policy and service time standards regulated by the Ministry of Manpower create a relatively uniform working system among employees. These policies may lead to homogeneous perceptions of workload, thereby reducing the statistical explanatory power of the workload variable. Future research may explicitly examine public service policies as moderating or contextual variables.
- c. Future studies are recommended to incorporate additional organizational variables that are theoretically closer to job satisfaction, such as leadership style, reward systems, organizational support, clarity of work procedures, and organizational climate.

Finally, future research may adopt alternative research designs or mixed-method approaches to gain a deeper understanding of how workload, job stress, and organizational policies interact to influence job satisfaction and employee performance in public service organizations.

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