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THE INFLUENCE OF WORKLOAD AND JOB STRESS ON EMPLOYEE PERFORMANCE AT CONCORD INDUSTRIAL COMPANY

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Abstract

Purpose: To analyze the influence of workload and work stress on employee performance at PT. Concord Industrial Karawang, a company located in Karawang, known as the "City of Industry" and a hub for global companies like GlobalTech Solutions

Research Methodology: This study employed a quantitative descriptive verification method. The population consisted of 110 employees, with participants selected using random sampling. Data analysis was conducted using multiple linear regression through SPSS v.25 software.

Results: The results of this study show a partial effect on the workload variable which has a significant effect on employee performance variables. There is a partial effect on the work stress variable which has a significant effect on employee performance. There is a simultaneous effect of workload and work stress together which have a positive and significant effect on employee performance at PT. Concord Industri Karawang.

Limitations: The study was confined to PT. Concord Industrial Karawang and may not be generalizable to other industries or regions. The research also focused solely on workload and work stress as factors affecting employee performance, potentially overlooking other influential variables.

Contribution: This research provides valuable insights into the relationships between workload, work stress, and employee performance in an industrial setting. The findings can inform management strategies to optimize employee performance by addressing workload and stress factors in similar industrial environments.

Keywords: *Workload, Work Stress, Employee Performance*



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1. INTRODUCTION

GlobalTech Solutions in Karawang leverages its strategic location in an industrial hub with modern infrastructure, good accessibility and quality workforce. As an "Industrial City," Karawang attracts global technology companies. Good management involves measurement, effective functioning and careful planning. It can be created through various approaches with a focus on strategy development, visionary leadership and rapid adaptation to business changes. Training and seminars improve employee performance. Increased production capacity

contributes to high workloads and stress, affecting well-being and productivity. Physical factors such as poor ventilation and poor lighting also increase workloads. Lack of flexibility in working hours can cause stress on mental and physical well-being. PT. Concord Industri Karawang was established in 2015 to provide jobs to boost the economy, but faced excessive workloads, causing dissatisfaction, low performance and health problems.

The phenomenon that occurred at PT. Concord Industri Karawang is experiencing excessive workloads, caused by many orders, excessive work and great responsibilities. This causes work stress with impacts such as dissatisfaction, anxiety, low performance and various symptoms of stress. This stress reduces enthusiasm, accuracy and time discipline affecting overall work quality.

Pre-research on employee performance, workload and work stress was conducted by distributing questionnaires to 43 respondents of PT. Concord Industri Karawang employees. The results showed that employee performance was quite good with a positive contribution to motivation and productivity. Although performance management and training need to be improved, overall, employee performance was satisfactory. The findings also revealed excessive workload caused by overlapping tasks, high number of projects and tight time pressure, emphasizing the need for adjustment of task and resource distribution.

Researchers also conducted previous research or research gaps. This research gap comes from the journal (Nadilah et al., 2023) entitled "The Effect of Work Stress, Workload and Work Environment on Employee Performance at PT. Jasa Marga (Persero) TBK Belmera Branch." Work stress partially has a positive and significant effect on employee performance, Workload partially has a positive and significant effect on employee performance, Work stress and workload simultaneously have a positive and significant effect on employee performance.

Research Objectives To determine, analyze and explain workload, work stress, employee performance both partially and simultaneously, the influence of workload and work stress on employee performance at PT. Concord Industri Karawang.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Management

According to (Sarinah, 2017) "Management is a process in order to achieve goals by working together through people and other organizational resources." Based on the description above, it can be synthesized that management is a process to achieve goals with the collaboration of people and organizational resources.

Human Resource Management

According to (Marliani et al., 2022) Human resources (HR) are one of the very important factors that cannot be separated from an organization, both institutions and companies. HR is also the key that determines the development of the company. In essence, HR is in the form of humans who are employed in an organization as drivers, thinkers and planners to achieve the goals of the organization. Based on the description above, it can be synthesized that Human Resource Management (HR) is a key factor that is inseparable from the organization, acting as a driver, thinker and planner to achieve company goals.

Workload (X1)

According to (Robbins, 2015) Workload (X1) uses several dimensions and indicators, namely:

1. Irregularity Dimension, with Indicators: 1) Job changes, 2) Unclear roles, 3) Differences in policies, 4) Conflict between employees
2. Dislike overtime dimension, with Indicators: 1) Number of orders, 2) Order due date, 3) Confusion
3. Work Acceleration Dimension, with Indicators: 1) Time constraints, 2) Number of jobs, 3) Company demands, 4) Number of orders
4. Too many tasks dimension, with Indicators: 1) Excessive work, 2) Time constraints, 3) Lack of employee skills

Job Stress (X2)

According to (Astutie, 2018) "Job stress is a condition when employees are faced with a lot of work to do and do not have enough time to complete the workload given, employees feel they do not have the ability to complete the work because of high work standards." According to (Robbins, 2015) Job Stress (X2) uses several dimensions and indicators as follows:

1. Behavioral Dimension, with Indicators: 1) Job dissatisfaction, 2) Low performance, 3) Absenteeism, 4) Job transfer
2. Psychological Dimension, with Indicators: 1) Easily irritated, 2) Feeling bored, 3) Experiencing anxiety
3. Physiological Dimension, with Indicators: 1) Restless, 2) Dry mouth, 3) Feeling hot, 4) Indigestion, 5) Headache
4. Cognitive Dimension, with Indicators: 1) Poor decision making, 2) Lack of concentration, 3) Forgetful

Employee Performance (Y)

According to (Syafrina, 2019) "employee performance is the result of a process that has been carried out and measured according to the deadline that has been given based on the provisions and agreements that have been agreed upon." According to Novianto in the book (Khairizah, 2015) Dimensions and Indicators used in measuring Employee Performance, that the dimensions and performance indicators include:

- a) Quality Dimension, with Indicators: 1) Employees can carry out work assigned by superiors, 2) Employees are punctual in completing work, 3) Employees work together with others, 4) Do not delay work, 5) Good cooperation.
- b) Quantity Dimension, with Indicators: 1) Patient in facing tasks, 2) Working with enthusiasm, 3) Careful when on duty, 4) Responsible, 5) Employees have an understanding of their duties
- c) Punctuality Dimension, with Indicators: 1) Discipline about time, 2) Can improve self-quality, 3) Come to the office on time, 4) Go home to the office on time

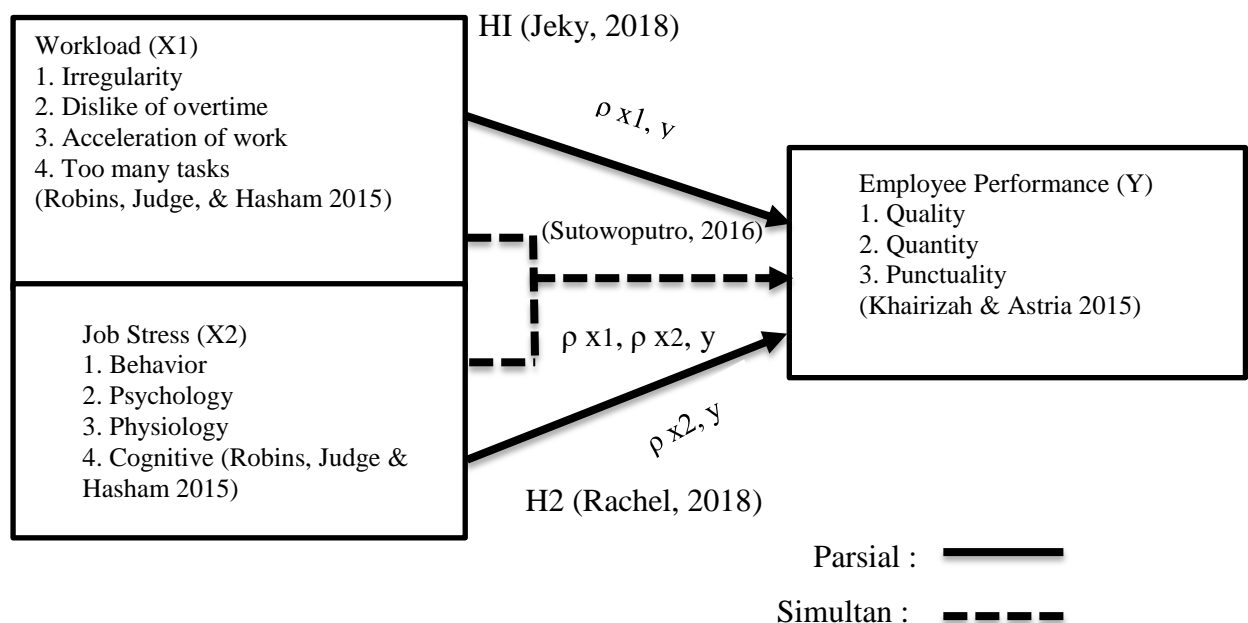


Figure 1. Thinking Framework Paradigm

Research Hypothesis:

Based on the study of relevant researcher theories and the framework of thought, the following research hypotheses can be put forward:

1. There is a partial influence of workload on employee performance
2. There is a partial influence of work stress on employee performance
3. There is a simultaneous influence of workload and work stress on employee performance.

3. RESEARCH METHODOLOGY

The research method used is the quantitative method. According to (Sugiyono, 2018) Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples. In this study, a quantitative descriptive verification method was used to research the population and samples. The sample used was 110 out of 220 populations obtained by drawing 10% of the total population. In this study, the author used probability sampling with simple random sampling, a sampling technique that provides equal opportunities for members of the population to be selected as members of the sample which is carried out randomly, this method is carried out if the population members are considered homogeneous. Data collection techniques by means of observation and distribution of questionnaires. Furthermore, the data will be analyzed using the SPSS 25 application with several stages of testing including validity tests, reliability tests, classical assumption tests in which there are normality tests, heteroscedasticity and multicollinearity. Furthermore, multiple linear regression analysis was carried out, coefficient of determination, partial test (t test) and simutant test (f test).

4. RESULTS AND DISCUSSIONS

4.1. Result

PT. Concord Industri Karawang has 110 male employees. Based on the results of the validity research instrument test on 43 respondents as stated in the following table, it shows that all statement items have a value of r count > 0.3010 in the r table (0.05) it is stated that all statement item variables are valid. The test results can be seen in the following table:

Table 1. Validity Test Results

Variable	No. Item	R account	T table	Note
Workload (X1)	X1.1	0,625	0,3010	Valid
	X1.2	0,786	0,3010	Valid
	X1.3	0,625	0,3010	Valid
	X1.4	0,786	0,3010	Valid
	X1.5	0,630	0,3010	Valid
	X1.6	0,487	0,3010	Valid
	X1.7	0,630	0,3010	Valid
	X1.8	0,479	0,3010	Valid
	X1.9	0,576	0,3010	Valid
	X1.10	0,786	0,3010	Valid
	X1.11	0,487	0,3010	Valid
	X1.12	0,576	0,3010	Valid
	X1.13	0,786	0,3010	Valid
	X1.14	0,479	0,3010	Valid
Job Stress (X2)	X2.1	0,747	0,3010	Valid
	X2.2	0,522	0,3010	Valid
	X2.3	0,748	0,3010	Valid
	X2.4	0,747	0,3010	Valid
	X2.5	0,451	0,3010	Valid
	X2.6	0,748	0,3010	Valid
	X2.7	0,622	0,3010	Valid
	X2.8	0,451	0,3010	Valid
	X2.9	0,477	0,3010	Valid
	X2.10	0,568	0,3010	Valid
	X2.11	0,622	0,3010	Valid
	X2.12	0,380	0,3010	Valid
	X2.13	0,522	0,3010	Valid
	X2.14	0,485	0,3010	Valid
	X2.15	0,568	0,3010	Valid
Employee Performance (Y)	Y.1	0,411	0,3010	Valid
	Y.2	0,664	0,3010	Valid
	Y.3	0,478	0,3010	Valid

Variable	No. Item	R account	T table	Note
	Y.4	0,500	0,3010	Valid
	Y.5	0,664	0,3010	Valid
	Y.6	0,642	0,3010	Valid
	Y.7	0,577	0,3010	Valid
	Y.8	0,392	0,3010	Valid
	Y.9	0,664	0,3010	Valid
	Y.10	0,457	0,3010	Valid
	Y.11	0,580	0,3010	Valid
	Y.12	0,642	0,3010	Valid
	Y.13	0,664	0,3010	Valid
	Y.14	0,368	0,3010	Valid

Based on table 1, the validity test of one variable is declared valid and can be used for further testing.

Table 2. Reliability Test Results

Variable	Reliability Statistics	Note
	Cronbach's Alpha	
Workload (X1)	0,885 > 0,60	Reliabila
Job Stress (X2)	0,863 > 0,60	Reliable
Employee Performance (Y)	0,796 > 0,60	Reliable

Based on Table 2, the results of the reliable test show that the workload variable has a reliable coefficient value of 0.885, the work stress variable has a value of 0.863, and employee performance has a value of 0.796. Data is declared reliable if the Cronbach's Alpha value is > 0.60. It can be concluded that this research instrument is declared reliable because the coefficient value is > 0.60.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		110
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	5.12133182
Most Extreme Differences	Absolute	.099
	Positive	.099
	Negative	-.090
Test Statistic		.099
Asymp. Sig. (2-tailed) ^c		.010
a. Test distribution is Normal.		

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Based on table 3, the results of the Kolmogorov-Smirnov normality test show that the Asymp. Sig. (2-tailed) value is 0.010. It can be concluded that the significant value is $0.010 > 0.05$, so it can be seen that the data is normally distributed.

Table 4. Multicollinearity Test Results

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	21.432	4.069		5.267	<.001		
	Workload	.209	.048	.353	4.314	<.001	.721	1.388
	Work Stress	.435	.081	.441	5.385	<.001	.721	1.388

a. Dependent Variable: Employee Performance

Based on table 4, the results of the multicollinearity test show that the Variance Inflation Factor (VIF) value for both workload and work stress variables is $1.388 < 0.10$. In addition, the Tolerance value of both workload and work stress variables is $0.001 > 0.10$. It can be concluded that there are no symptoms of multicollinearity between the independent variables in the regression model.

Table 5. Heteroscedasticity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.725	2.736		5.017	<.001
	Workload	-.033	.033	-.107	-1.008	.316
	Work Stress	-.145	.054	-.285	-2.675	.009

Based on Table 5, the results of the heteroscedasticity test show that the workload variable with a Sig. value of $0.316 > 0.05$ and the work stress variable with a Sig. value of $0.009 > 0.05$ are independent variables that statistically significantly affect the dependent variable. It can be concluded that there is no heteroscedasticity.

Table 6. Multiple Linear Regression Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	21.432	4.069		<.001

Workload	.209	.048	.353	4.314	<.001
Work Stress	.435	.081	.441	5.385	<.001

a. Dependent Variable: Employee Performance

Based on Table 6, there is a Table "Unstandardized Coefficients" providing information about the regression equation, namely how much the Workload variable (X1) and the Work Stress variable (X2) predict the Employee Performance variable (Y). The regression equation formula in this analysis or research is as follows: $Y = a + b_1X_1 + b_2X_2 + e$ or Y

$$Y = 21.432 + 0.209 (X_1) + 0.435 (X_2) + e.$$

- The constant is 21.432 and is positive, meaning that if the Workload variable (X1) and the Work Stress variable (X2) have a value of 0 or constant, then the value of the Employee Performance variable (Y) is 21.432.
- The regression coefficient of Workload (X1) = 0.209 means that if the Workload increases by 1, it will increase Employee Performance by 0.209. A positive coefficient means that there is a positive relationship between the Workload variable (X1) and Employee Performance (Y) where the higher the Workload variable (X1) the more it will increase Employee Performance (Y).
- The regression coefficient of Work Stress (X2) = 0.435 means that if Work Stress increases by 1, it will increase Employee Performance by 0.435. A positive coefficient means that there is a positive relationship between the Work Stress variable (X2) and the level of Employee Performance (Y) where the higher the Work Stress variable (X2) the more it will increase Employee Performance (Y).

Table 7. Results of the Determination Coefficient Test
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695 ^a	.483	.474	5.16897

a. Predictors: (Constant), WORK STRESS, WORK LOAD

Based on table 7 with the value of R square of 0.483 or 48.3%. The value of 48.3% can indicate that the variables of Workload and Work Stress can explain the influence on Employee Performance. Meanwhile, the remaining value of 51.7% can be caused by other factors outside of the research variables of work discipline, work environment and organizational culture.

Table 8. Partial Test Results (T test)

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1	(Constant)	21.432	4.069	5.267	<.001
	Workload	.209	.048	.353	<.001
	Work Stress	.435	.081	.441	<.001

a. Dependent Variable: Employee Performance

Based on table 8, it can be concluded regarding the partial hypothesis test of each independent variable on the dependent variable as follows:

1. Testing the Effect of Workload on Employee Performance

Based on Table 1.8 on the Workload variable, the results show that the Sig. value is $0.001 < 0.05$ and the calculated t value is $4.314 > t$ table 1.98217 to calculate the t table ($df = n - k = 110 - 2 = 108$) then H_0 is rejected and H_a is accepted. These data show that partially Workload has a very significant effect on Employee Performance at PT. Concord Industri Karawang.

2. Testing the Effect of Work Stress on Employee Performance

Based on Table 1.8 on the Work Stress $0.001 < 0.05$ and the calculated t value of $5.385 > t$ table 1.98217 to calculate the t table ($df = n - k = 110 - 2 = 108$) then H_0 is rejected and H_a is accepted. This data shows that partially Job Stress has a very significant effect on Employee Performance at PT. Concord Industri Karawang.

Table 9. Simultaneous Test Results (F Test)

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2675.544	2	1337.772	50.070	<.001 ^b
	Residual	2858.856	107	26.718		
	Total	5534.400	109			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), WORK STRESS, WORK LOAD

Based on Table 9 with a Sig. value of $0.000 < 0.05$ and a calculated f value of $50.070 >$ from f table 3.08 to calculate f table can use the formula ($df = n-k-1 = 110-2-1 = 107$) then H_0 is rejected and H_a is accepted. Thus, the variables of Workload and Job Stress simultaneously have a very significant effect on Employee Performance at PT. Concord Industri Karawang.

4.2. Discussions

The Effect of Workload (X1) on Employee Performance (Y)

This shows that the Workload variable has a significant partial effect on the Employee Performance variable of PT. Concord Industri Karawang. Therefore, excessive workload can directly affect employee productivity and effectiveness. When the workload is too heavy, employees tend to experience physical and mental fatigue which can reduce their concentration and ability to complete tasks properly. High workload can also cause work stress which has a negative impact on motivation and work spirit. As a result, employees may feel less motivated and tend to make more mistakes in their work. Thus, managing workload effectively is important to ensure employee performance remains optimal.

This study is also supported by the results of Jeky's research (2018) from the results of the determinant coefficient analysis, it can be seen that the R Square value is 0.171 and if converted into a percentage (%) then the value becomes 17.1% which means the effect of workload (X) on employee performance (Y) is 17.1% while 82.9% is influenced by other variables. And it is concluded that workload affects employee performance. With a total influence of 17.1%.

The Influence of Work Stress (X2) on Employee Performance (Y)

This shows that the Work Stress variable has a significant effect on the Employee Performance variable at PT. Concord Industri Karawang. Therefore, when employees experience stress due to excessive workload, pressure from superiors or uncertainty in the tasks given, their productivity tends to decrease. Continuous stress not only reduces motivation and work enthusiasm, but also increases the risk of errors and reduces the quality of work results.

The results of this study are in line with Rachel's research (2018) the results of her research from the results of the correlation analysis between work stress and employee performance can be seen that the Pearson correlation is -0.390 and the significance value is $0.027 < 0.05$ which means that the results of the work stress variable and employee performance variables are low and inversely correlated. This means that if work stress is high, employee performance decreases, and if work stress decreases, employee performance increases. Based on the results of the study, work stress has a negative and significant effect on employee performance at the Manado It Center Management Office, this explains that if work stress increases, it reduces employee work potential.

The Effect of Workload (X1) and Work Stress (X2) on Employee Performance (Y)

This shows that workload and work stress affect the performance of employees of PT. Concord Industri Karawang by 48.3%. Meanwhile, 51.7% can be caused by other factors outside of the research variables of work discipline, work environment and organizational culture. Therefore, a comprehensive evaluation of all factors that can affect employee performance is needed.

The results of this study are in line with the results of Sutowoputro's research (2016) based on the results of the regression equation research obtained is $Y = 39.745 - 0.500X_1$. The t-value is 4.150 with a p-value of 0.000. These results indicate that the workload variable (X1) at a constant (fixed) time is at 39.745, while if this variable is raised one point it can reduce the employee performance variable by 0.500. Judging from the p-value, it is known to be smaller than 0.05 ($0.000 < 0.05$) so that it shows that the workload variable has a negative and significant effect on the performance of PT. Budi Sehat employees in Surakarta. Judging from the p-value, it is known to be smaller than 0.05 ($0.001 < 0.05$) so that it shows that the work stress variable has a negative and significant effect on the performance of PT. Budi Sehat employees in Surakarta..

5. CONCLUSION

Based on the results of the study, the conclusions in this study are as follows:

1. Workload at PT. Concord Industri Karawang with high criteria.
2. Work Stress at PT. Concord Industri Karawang with high criteria.
3. Employee Performance at PT. Concord Industri Karawang with good criteria.
4. The results of this study are that the workload variable has a significant partial effect on employee performance at PT. Concord Industri Karawang.
5. The results of this study are that the work stress variable has a significant partial effect on employee performance at PT. Concord Industri Karawang.

6. The results of this study are that the simultaneous influence of workload and work stress together have a positive and significant effect on employee performance at PT. Concord Industri Karawang..

High workload on employees can cause stress, harm performance and psychological well-being. Excessive workload can cause fatigue, decreased motivation and job dissatisfaction. Continuous work stress can increase the risk of absenteeism and turnover. Therefore, company management needs to be wise in managing workload, providing support and implementing welfare programs to maintain employee performance and retention.

LIMITATION AND STUDY FORWARD

This study has several limitations that should be considered when interpreting the results and planning future research:

1. Scope: The study was confined to PT. Concord Industrial Karawang, limiting its generalizability to other industries or regions. Future research could expand to multiple companies or industries to provide more comprehensive insights.
2. Variables: The research focused solely on workload and work stress as factors affecting employee performance. Other potential influential variables, such as leadership style, organizational culture, or job satisfaction, were not examined. Future studies could incorporate additional variables to provide a more holistic understanding of employee performance determinants.
3. Methodology: The study employed a quantitative approach using questionnaires. While this method provides valuable statistical data, it may not capture the nuanced experiences of employees. Future research could benefit from a mixed-methods approach, incorporating qualitative elements such as interviews or focus groups to gain deeper insights into the employee experience.
4. Time frame: This study provides a snapshot of the current situation. A longitudinal study could offer insights into how the relationships between workload, work stress, and employee performance evolve over time.
5. Sample size: While the sample size was adequate for statistical analysis, a larger sample could provide more robust results and allow for more detailed subgroup analyses.
6. Cultural context: The study was conducted in Karawang, Indonesia. The cultural context may influence how employees perceive and respond to workload and stress. Future research could explore these relationships in different cultural contexts or conduct cross-cultural comparisons.
7. Causality: While the study established relationships between variables, it cannot definitively prove causality. Experimental or quasi-experimental designs could be employed in future research to better establish causal relationships.
8. Intervention strategies: This study identifies issues but does not test interventions. Future research could focus on developing and testing strategies to mitigate the negative impacts of high workload and work stress on employee performance.

Moving forward, researchers could address these limitations to further advance our understanding of the complex relationships between workload, work stress, and employee

performance in industrial settings. Additionally, exploring the role of technology in managing workload and stress, as well as investigating the impact of remote work arrangements on these variables, could provide valuable insights for the evolving nature of work in the post-pandemic era.

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