

## The Effect Of Workload And Work Environment On Employee Performance In Karawang Health Service

Ara Nopita<sup>1</sup>, Sari Marliani<sup>2\*</sup>, July Yuliawati<sup>3</sup>

<sup>1,2,3</sup>Universitas Buana Perjuangan Karawang

<sup>2</sup>Second authors' affiliations (if any) without any academic titles and/ or job title

<sup>\*2</sup>sari.marliani@ubpkarawang.ac.id, <sup>1</sup>[mn20.aranopita@mhs.ubpkarawang.ac.id](mailto:mn20.aranopita@mhs.ubpkarawang.ac.id),

<sup>3</sup>july.yuliawati@ubpkarawang.ac.id

### ABSTRACT

**Submitted:** **Purpose of the study** — This research aimed to determine the influence of workload and work environment on the performance of Karawang Health Service employees.  
08-13,2024

**Accepted:** **Research method**— The study employed a descriptive, quantitative, and verification approach using multiple linear regression analysis with the SPSS 25 application. Data was collected through questionnaires and interviews with 81 respondents.  
02-12, 2025

**Published:** **Result**— The results showed that the workload scored high, the work environment scored average with good criteria, and employee performance scored average with good criteria. Partially, workload had a very significant effect on employee performance, while the work environment had no effect and a negative influence on employee performance. Simultaneously, workload and work environment had a very significant effect on employee performance.  
05-28,2025

**Conclusion**— The high workload and average work environment significantly affected employee performance at the Karawang Health Service. Improving the work environment could enhance employee performance further.

**Keywords:** *workload, work environment and employee performance*



This work is licensed under a [Attribution 4.0 International \(CC BY 4.0\)](https://creativecommons.org/licenses/by/4.0/)

### INTRODUCTION

Every company must have good management in the current era of globalization. Good business managers have the ability to improve the efficiency of a business so that the company can compete with other companies. Human resources, it seems, are also very important for a company or organization. Companies definitely need good employee performance to achieve company or agency goals. Several factors such as workload and work environment can affect employee performance. The high or low quality of an employee's performance is related to the workload they have and how to improve their employee's work environment.

The activity load of an organization or the workload of each official or employee should be evenly distributed so that it can avoid an organization that has too many activities and there are organizational units that have too few activities, and can avoid officials or employees who have little workload so that they look too unemployed.

In addition to the above, the employee's work environment must also be considered. The work environment itself is a very important factor in the performance of an employee's professional activities. A comfortable work environment that meets appropriate standards will make employees feel comfortable during the work process, which is closely related to improving their performance.

This research was conducted at the Karawang Health Service, an agency under the local government that operates in the health sector. The Health Department is responsible for organizing government affairs, formulating, implementing, and enforcing operational regulations for public health, preventing and controlling diseases, and health services and pharmaceuticals, health equipment, and health resources.

**Table 1.** Work Achievements of the Karawang Health Office.

Month	Targets	Realisation	Achievement
January	100%	100%	Achieved
February	100%	100%	Achieved
March	100%	100%	Achieved
April	100%	100%	Achieved
May	100%	100%	Achieved
June	100%	100%	Achieved
July	100%	100%	Achieved
August	100%	92,57%	Not Achieved
September	100%	95,68%	Not Achieved
October	100%	98,04%	Not Achieved
November	100%	99,01%	Not Achieved
December	100%	100%	Achieved

The problems that occur in the Karawang Health Office can be seen from the achievement of employee performance that cannot reach the target of 100% within a period of 4 months, due to the excessive workload of employees where tasks are given to employees suddenly, in addition, the work that is done often exceeds working hours. With the available office facilities being inadequate for the number of employees, and facilities such as poor bathroom conditions with leaks in the water tap pipes and dead front air conditioners make the atmosphere uncomfortable. The purpose of the study is in accordance with the problems above, namely as follows: 1. To find out, analyze and explain the workload at the Karawang Health Office, 2. To find out, analyze and explain the work environment at the Karawang Health Office, 3. To find out, analyze and explain employee performance at the Karawang Health Office.

## **LITERATURE REVIEW AND HIPOTESYS DEVELOPMENT**

### **A. Literature Review**

#### **Management**

According to George R. Terry in Aditama (2020) "management is a process consisting of planning, organizing, directing, and controlling activities carried out in order to achieve set goals through the utilization of human resources and other resources."

#### **Human Resource Management (HRM)**

According to Anwar Prabu Mangkunegara (2017:2) "Human Resource Management is a planning, organizing, implementing, and supervising the procurement, development, remuneration, integration, maintenance, and separation of labor in order to achieve organizational goals."

#### **Workload**

According to Vanchapo (2020:1) "workload is a process or activity that must be completed immediately by a worker within a certain period of time. If a worker is able to complete and adapt to a number of tasks given, then this does not become a workload. However, if the worker is unsuccessful, then these tasks and activities become a workload." Workload Indicators. According to Koesomowidjojo (2017:33) "there are several indicators that can determine the amount of workload in a company that must be accepted by employees, including the following: Work conditions, Use of Working Time, and Targets to be achieved"

#### **Work Environment**

According to Afandi (2018:66) "states that the work environment is something that exists in the environment of workers that can affect them in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and the adequacy of work equipment."

#### **Work Environment Dimensions and Indicators**

According to Elisa Septiani (2018) "states that the work environment can be measured in two ways, namely:

- 1) Physical Environment: Lighting, air temperature, noise, room color, unpleasant odors, work facilities and work safety.
- 2) Non-Physical Environment: Work atmosphere, relationships between employees and relationships between employees and superiors."

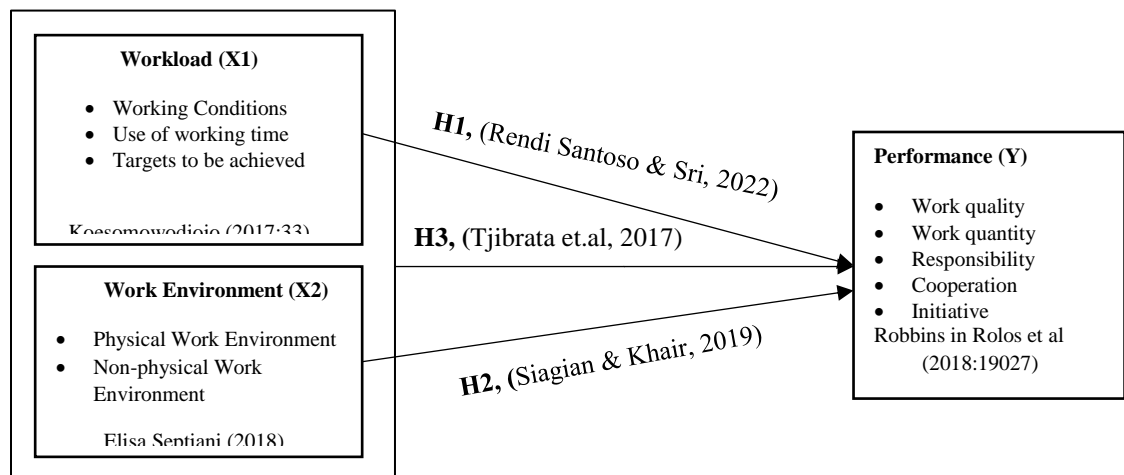
#### **Performance**

According to Mangkunegara (2017:67), "performance is the result of work in terms of quality and quantity achieved by a person in carrying out his functions in accordance with the responsibilities given to him."

### Performance Dimensions

According to Robbins in Rolos et al. (2018:19-27) "Performance dimensions and indicators are: Quantity, quality, cooperation, responsibility and initiative.

### B. Hypotesis Development



**Figure 1. Conceptual Framework**

Sugiyono (2017) stated that a hypothesis is a temporary solution to a problem formulation. The following research hypotheses can be proposed based on theoretical studies, relevant studies, and a framework of thought:

- 1) There is a partial influence of workload on employee performance.
- 2) There is a partial influence of the work environment on employee performance.
- 3) There is a simultaneous influence of workload and work environment on Karawang performance.

## METHOD

### Research Method

The research plan is used as an outline or procedure that helps in making a research plan. The research method used in this study is to achieve the objectives and find problems or solutions. This research was conducted using a descriptive, verification and quantitative approach.

### Population

This population consists of 102 civil servants of the Karawang Health Service.

### **Sample**

The sampling technique used is simple random or simple random sampling, the sample calculated is 81 respondents. The formula used in this sampling is the Slovin formula.

### **Sampling Technique**

Random sampling without the influence of factors such as gender, position, class, education level, and so on is known as simple random sampling.

### **Data Collection Technique**

- Observation: The direct observation method requires the researcher to see the research object directly. The tools used in this method include observation sheets, observation guides, and others.
- Interview: Data collected through direct or indirect communication between the researcher and the interviewed individual
- Questionnaire: is the process of collecting data used for respondents to employees with a series of questions.
- Literature study is needed to obtain information relevant to the subject being studied, with journals and books as sources of supporting research data and internet access to check relevant information.

### **Data Sources**

There are 2 types of data in the study, namely:

- Primary Data, namely data that is directly given to researchers.
- Secondary Data, namely researchers who collect their data through intermediaries.

### **Analysis Techniques**

- Multiple Linear Regression

This technique is used to calculate the value of one dependent variable, related to two or more variables. This assesses whether there is a functional or causal relationship. Independent variables and dependent variables are used to conduct this investigation. The regression equation is as follows:  $Y = a + b_1X_1 + b_2X_2$

- Determinant Coefficient

The multiple correlation coefficient which is usually indicated by the symbol  $R^2$  is used in testing to determine the magnitude of the independent variable and the dependent variable related to each other.

- T Test

The T test is conducted to determine the significance of the influence of the independent variable and the dependent variable. The formula is:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

d. F Test

The F test is conducted to measure the significance of the influence of the independent variable on the dependent variable.

## RESULTS AND DISCUSSION

### A. Results

#### 1. Validity Test

The following are the results of testing the variables Workload, Work Environment and Performance using SPSS 25.

**Table 2.** Validity Test Results

Question Item	r count Workload (X1)	r count Work Environment (X2)	r count Performance (Y)	r count	Description
1	0,752	0,745	0,740	0,184	Valid
2	0,754	0,737	0,744	0,184	Valid
3	0,753	0,759	0,736	0,184	Valid
4	0,747	0,752	0,749	0,184	Valid
5	0,748	0,744	0,752	0,184	Valid
6	0,749	0,733	0,737	0,184	Valid
7	0,743	0,734	0,759	0,184	Valid
8	0,756	0,738	0,761	0,184	Valid
9	0,747	0,736	0,743	0,184	Valid
10	0,756	0,739	0,746	0,184	Valid
11	0,752		0,758	0,184	Valid
12	0,755			0,184	Valid
13	0,747			0,184	Valid
14	0,750			0,184	Valid
15	0,750			0,184	Valid

Source: 2024 Questionnaire Data Processing Results

Table 2 above shows that the instrument from the results of the validity test of the Workload, Work Environment and Performance variables states that it is valid, which is seen by the calculated  $r > r\text{-table}$  0.329.

#### 2. Reliability Test

The reliability test was carried out using Cronbach Alpha, which means that the questionnaire is considered consistent or reliable if the Cronbach Alpha is  $> 0.60$  and vice versa.

**Table 3.** Reliability Test Results

Variable	Cronbach Alpha Value	Required Cronbach Alpha	Description
Workload (X1)	0,933	0,60	Reliabel
Work Environment (X2)	0,859	0,60	Reliabel
Performance (Y)	0,895	0,60	Reliabel

Table 3 shows the Cronbach Alpha value of the workload variable (X1)  $0.933 > 0.60$ , the work environment variable (X2)  $0.859 > 0.60$ , and the performance variable (Y) shows  $0.895 > 0.60$ . Therefore, all instruments that consider these three factors are reliable. 3. Descriptive Statistical Analysis Based on the variable data that has been studied, the following is a descriptive statistical analysis of the research variables with the SPSS 25 application.

**Table 4.** Descriptive Results of Variables

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Workload	81	38.00	75.00	54.1605	8.00384
Work Environment	81	25.00	85.00	39.0864	8.12280
Employee Performance	81	30.00	55.00	42.0247	4.71427
Valid N (listwise)	81				

Table 4. shows that the workload variable has the lowest score of 38.00 and the highest score of 75.00 with a mean of 54.16 and a standard deviation (level of data distribution) of 8.00. The work environment variable obtained the lowest score of 25.00 and the highest of 85.00 with a mean of 39.08 and a standard deviation of 8.12. The performance variable has the lowest score of 30.00 and the highest of 5.00 with a mean of 42.02 and a standard deviation of 4.71. 4. Descriptive Analysis Based on the data collected on the variables that have been studied.

**Table 5.** Scale Vulnerability

Score Scale	Scale Range	Score Description		
		Workload	Work Environment	Performance
1	81 - 146	Very Low	Strongly Disagree	Strongly Disagree
2	146 – 211	Low	Disagree	Disagree
3	211- 276	Quite High	Somewhat Agree	Somewhat Agree
4	276 – 341	High	Agree	Agree
5	341 - 405	Very High	Strongly Agree	Strongly Agree

The results of the descriptive analysis based on the respondents' responses from the following questionnaire:

a. Workload Variables

**Table 6.** Recapitulation of Workload Variables (X1)

No	Indicator	Total Score	Criteria	No	Indicator	Total Score	Criteria
1	Understanding	292	High	9	Reduce workload	267	High Enough
2	Job standards	289	High	10	Easier to conduct evaluation	293	High



No	Indicator	Total Score	Criteria	No	Indicator	Total Score	Criteria
3	Job desk	301	High	11	Decision making	288	High
4	Ability	287	High	12	Good communication	308	High
5	Understanding	307	High	13	Working time	303	High
6	Ease	278	High	14	Work target	297	High
7	Minimizing work errors	257	High	15	Implementation of working time	301	High
8	Minimizing work accidents	287	Quite High				
Total						4.355	
Average						290	Tinggi

Table 6 above shows that the average value for respondents is 290. This value of 290 is felt to be in the range of the scale between 276-341 with the High criteria which means the high workload of employees at the Karawang Health Office.

#### b. Work Environment Variables

**Table 7.** Recapitulation of Work Environment Variables (X2)

No	Indicator	Total Score	Criteria	No	Indicator	Total Score	Criteria
1	Lighting	313	Good	6	Work facilities	304	Good
2	Air temperature	312	Good	7	Job security	332	Good
3	Noise	303	Good	8	Work atmosphere	297	Good
4	Coloring	321	Good	9	Employee relations	297	Good
5	Odors in the workplace	304	Good	10	Employee and superior relations	320	Good
Total						3.103	
Average						310	Good

Table 7 above shows the mean for the respondents is 310. The value of 310 is in the range of the scale between 276-341 with good criteria, meaning that the environment in the Karawang Health Office has been categorized as good.

#### c. Performance Variables

**Table 8.** Recapitulation of Performance Variables (Y)

No	Indicator	Total Score	Criteria	No	Indicator	Total Score	Criteria
1	Speed	302	Good	7	Network of cooperation	307	Good
2	Ability	208	Good Enough	8	Work result	337	Good
3	Neatness	297	Good	9	Decision-making	313	Good
4	Accuracy	325	Good	10	Ability	312	Good
5	Work results	309	Good	11	Initiative	302	Good



No	Indicator	Total Score	Criteria	No	Indicator	Total Score	Criteria
6	Cohesiveness	295	Good				
Total						3.415	
Average						301	Good

Table 8. shows the average value of the respondents is 301. The value of 301 is in the range of the scale between 276-341 with good criteria, meaning that the performance of employees at the Karawang Health Office is included in the good category.

## 5. Classical Assumption Test

### a. Normality Test

The Normality Test is shown in the table below:

**Table 9. Normality Test Results**

#### One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			81
Normal Parameters <sup>a,b</sup>	Mean		.0000000
	Std. Deviation		4.03439874
Most Extreme Differences	Absolute		.063
	Positive		.063
	Negative		-.059
Test Statistic			.063
Asymp. Sig. (2-tailed)			.200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Table 9 shows the normal distribution of research data of  $0.200 \geq 0.05$ , indicating that this research is normally distributed

### b. Multicollinearity Test

The multicollinearity test is shown in the table below:

**Table 10. Multicollinearity Test**

Coefficients <sup>a</sup>							
		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	26.029	3.242		8.030	.000	
	Workload	.318	.064	.541	4.943	.000	.785 1.273
	Work Environment	-.032	.063	-.055	-.503	.617	.785 1.273

a. Dependent Variable: EMPLOYEE PERFORMANCE

Table 10. above shows the results of multicollinearity on Tolerance of the Workload and work environment variables is  $0.785 > 0.10$ . Then the VIF value of the workload and work environment variables is  $1.273 < 10$ , therefore, it can be concluded that there is no multicollinearity.

### c. Heteroscedasticity Test

The heteroscedasticity test is shown in the table below:

**Table 11.** Heteroscedasticity result

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.731	2.039		1.339	.184
Workload	-.052	.041	-.161	-1.293	.200
Work Environment	.081	.040	.252	2.029	.046

a. Dependent Variable: Abs\_RES

### Spearman's Heteroscedasticity

Table 4.12 shows the variable Workload sig. value  $0.200 > 0.05$  can be said that the variable is free from heteroscedasticity symptoms. For the variable Work Environment the value Sig.  $0.046 < 0.05$  can indicate if the variable has heteroscedasticity.

### d. Autocorrelation Test

Durbin Watson research is used to find out the results, namely:

**Table 12..** Autocorrelation Test Results

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.517 <sup>a</sup>	.268	.249	4.08579	2.059

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

b. Dependent Variable: EMPLOYEE PERFORMANCE

Table 12 shows Durbin Watson 2.059. Compared by sig. value 5%, total sample 81, with the number of independent variables 2 ( $k = 2$ ), then in the Durbin Watson table obtained du value 1.688. This shows DW  $2.059 > du\ 1.688$  then  $<$  from  $4 - 1.688 = 2.312$ , which indicates no autocorrelation.

## 6. Verification Analysis and Hypothesis Testing

### a. Multiple Linear Regression

Here are the results obtained by SPSS 25 calculations:

**Table 13.** Multiple Linear Regression

Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	26.029	3.242		8.030	.000
	Workload	.318	.064	.541	4.943	.000
	Work Environment	-.032	.063	-.055	-.503	.617
a. Dependent Variable: EMPLOYEE PERFORMANCE						

This equation is used for the regression test shown in table 4.14, namely:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 26.029 + 0.318X_1 + (-0.032X_2)$$

The following model can be articulated as follows:

1. Constant (a) of 26.029 means that if the independent variables of workload and work environment are constant, then the magnitude of the dependent variable of employee performance is worth 26.029 units.
2. Workload (X1) has a coefficient value of 0.318. This shows that the coefficient of the Workload variable (X1) has a positive (unidirectional) influence on Performance (Y).
3. Work environment (X2) has a coefficient value of (-0.032). This shows that the coefficient of the work environment variable (X2) has no influence and is negative (in the opposite direction) on Employee Performance (Y).

### b. Determinant Coefficient

The purpose of this determination test is to increase the contribution or percentage of the influence of workload (X1) and environment (X2) on employee performance (Y). The following R Square values can be seen:

**Table 14.** Determination Test Results

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.517 <sup>a</sup>	.268	.249	4.08579

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

b. Dependent Variable: EMPLOYEE PERFORMANCE

The coefficient of determination is shown in Table 4.15 of 0.268. indicating that the performance variable (Y) is influenced by 26.8% by two independent variables of the work

environment (X2) and workload (X1). Other variables not studied amounted to 73.2%, such as work discipline, motivation, organizational culture, and others.

### c. T Test

The following table shows the results of the T test:

**Table 15.** T-Test Results

Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	26.029	3.242		8.030	.000
	Workload	.318	.064	.541	4.943	.000
	Work Environment	-.032	.063	-.055	-.503	.617
a. Dependent Variable: EMPLOYEE PERFORMANCE						

a. Dependent Variable: EMPLOYEE PERFORMANCE

Based on 15, it shows that:

- For the workload variable, the probability is  $0.000 < 0.05$  and the calculated t value is  $4.943 > 1.663$ . which means that there is a significant positive effect of partial workload on employee performance.
- For the work environment variable, the probability is  $0.617 > 0.05$  and the calculated t value is  $(-0.503) < 1.663$ . which means that there is no influence and negative partial work environment variable on employee performance.

### d. F Test

The following table shows the results of the F test:

**Table 18.** F Test Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	475.841	2	237.920	14.252	.000 <sup>b</sup>
	Residual	1302.110	78	16.694		
	Total	1777.951	80			

a. Dependent Variable: EMPLOYEE PERFORMANCE

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

Table 18 shows the probability of  $0.000 < 0.05$ , then F-count  $14.252 > 3.109$ . Showing that workload and work environment simultaneously affect employee performance.

## **B. Discussion**

### **1. Descriptive Discussion**

#### **a. Workload of Karawang Health Office**

The workload variable has 15 question points with a high criterion value. This shows that high employee workload can cause a decrease in employee performance as seen from the Working Conditions, Use of Working Time, and Targets that must be achieved by each employee.

#### **b. Work Environment of Karawang Health Office**

The work environment variable has 10 question points with an average value in the good category. This shows that the work environment is in good condition as seen from the workplace and work facilities, room lighting, room noise, work facilities, work security and work atmosphere.

#### **c. Performance of Karawang Health Office Employees**

The employee performance variable has 11 question points with an average value with good criteria. This shows that employee performance has been running well as seen from the Quantity, quality, cooperation, responsibility and initiative of its employees.

### **2. Verification Discussion**

#### **a. Partial Effect of Workload on the Performance of Karawang Health Service Employees**

The workload variable partially has a very significant effect on performance, this is indicated by a high workload which causes performance to decrease, while if the workload decreases, employee performance will run well. According to Vanchapo (2020:1) workload is a process or activity that must be completed immediately by a worker within a certain period of time. If a worker is able to complete and adapt to a number of tasks given, then this does not become a workload. However, if the worker is unsuccessful, then these tasks and activities become a workload. And this is in line with research conducted by Rendi Santoso and Sri (2022) which obtained results in the form of workload partially having a positive and significant effect on employee performance.

#### **b. Partial Influence of Work Environment on Employee Performance at Karawang Health Office**

The results of this study show that the work environment variable has no effect and is negative on performance, this is because the work environment does not affect employee performance at the Karawang Health Office because employees often work outside the office workspace, such as often traveling around villages and health centers so that the environment will not affect employee performance. According to Afandi (2018:66) states that the work environment is something that exists in the environment of workers that can influence them in carrying out their duties such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and the adequacy of work equipment. In a study conducted by Vidia Mutiara (2021) stated that the work environment does not affect employee performance

***c. Simultaneous Influence of Workload and Work Environment on Employee Performance at Karawang Health Office***

The workload and work environment variables simultaneously have a very significant effect on employee performance. This is because if the workload is high with a bad work environment, it will cause employee performance to decrease, but if the employee's workload can be reduced with a good work environment, it can also cause employee performance to be good. According to Mangkunegara (2017:67), performance is the result of work in terms of quality and quantity achieved by a person in carrying out his/her functions in accordance with the responsibilities given to him/her. And this is in line with the research conducted by Tjibrata, Lumanaw and Dotulang O.H (2017) which states that simultaneously there is a significant influence between the variables of workload and work environment on employee performance.

**CONCLUSION**

Based on the research above, it can be concluded as follows:

1. Workload gets a high criterion value. Showing that the employee's workload is high, it can cause a decrease in employee performance as seen from the Work Conditions, Use of Working Time, and Targets that must be achieved by each employee.
2. The work environment gets a good category value. This shows that the work environment is in good condition, as seen from the workplace and facilities are good.
3. Performance gets a good criterion value. This shows that employee performance is running well as seen from the Quantity, quality, cooperation, responsibility and initiative of its employees.
4. Workload has a very significant partial effect on the performance of Karawang Health Service employees
5. The work environment does not have a partial and negative effect on the performance of Karawang Health Service employees.
6. Workload and work environment have a simultaneous effect on the performance of Karawang Health Service employees.

High workload can cause a decrease in employee performance, while a bad work environment can have an impact on employee performance. Therefore, if the workload can be reduced with a good work environment, good employee performance can also be produced.

**REFERENCES**

- A.A. Anwar Prabu Mangkunegara. 2017. *Manajemen Sumber Daya Manusia Perusahaan*, Bandung : Remaja Rosdakarya.
- Aditama, Roni Angger. *Pengantar Manajemen*. Malang: AE Publishing, 2020.

- Afandi, P., 2018. MANAJEMEN SUMBER DAYA MANUSIA; Teori, Konsep dan Indikator, edisi 1. ed. Zanafra, Pekanbaru.
- A.R. Vanchapo, S.Kep., M. Mk. (2020). Beban Kerja dan Stres Kerja. CV. Penerbit Qiara Media.
- Koesomowidjojo, Suci (2017). Panduan Praktis Menyusun Analisis Beban Kerja. Jakarta: Raih Asa Sukses
- Azmi Nufa Amaniar. (2023). *Pengaruh Beban Kerja Terhadap Kepuasan Kerja Dengan Kompensasi Sebagai Variabel Mediasi Pada PT.Schutz Container Systems Indonesia*. (Skripsi Sarjana, Universitas Buana Perjuangan Karawang).
- Beban, P., Dan, K., & Kerja, L. (2022). Pengaruh Beban Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Dinas Perhubungan Provinsi Dki Jakarta. *Jurnal Ilmiah M-Progress*, 12(1), 84–94. <https://doi.org/10.35968/m-pu.v12i1.868>
- Jodie Firjatullah, Christian Wiradendi Wolor, & Marsofiyati Marsofiyati. (2023). Pengaruh Lingkungan Kerja, Budaya Kerja, Dan Beban Kerja Terhadap Kinerja Karyawan. *Jurnal Manuhara: Pusat Penelitian Ilmu Manajemen Dan Bisnis*, 2(1), 01–10. <https://doi.org/10.61132/manuhara.v2i1.426>
- Muhammad, S. R., Adolfina, & Lumintang, G. (2016). The Influence of Work Environment, Compensation and Workload on Employee Performance in the Regional Revenue Service of Manado City. The Influence of Work Environment, Compensation and Workload on the Performance of Employees in Dipenda Manado. *EMBA Journal*, 4(1), 45–055.
- Novit Pupu. (2023). *Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT Triguna Pratama Abadi Karawang*. (Skripsi Sarjana, Universitas Buana Perjuangan Karawang).