International Journal of Marketing & Human Resource Research
e-ISSN: 2746-4040
Vol. 06 No. 03. July 2025

The Effect of Workload, Work Stress and Motivation on Employee Performance: The Case of Regional Secretariat Office at Ogan Komering Ulu Regency

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Article Information:

Received: June 24, 2025, Accepted: July 07, 2025, Published: July 09, 2025

Abstract

This study aims to determine: 1) The effect of workload, work stress, and motivation on the performance of employees of the Regional Secretariat of Ogan Komering Ulu Regency; 2) The effect of workload on the performance of employees of the Regional Secretariat of Ogan Komering Ulu Regency; 3) The effect of work stress on the performance of employees of the Regional Secretariat of Ogan Komering Ulu Regency; and 4) The effect of motivation on the performance of employees of the Regional Secretariat of Ogan Komering Ulu Regency. This research is associative. The variables examined are workload, work stress, motivation, and employee performance. The sample consists of 107 employees of the Regional Secretariat of Ogan Komering Ulu Regency, selected through cluster sampling. Primary data were collected using a questionnaire. The data analysis technique employed was multiple linear regression using the SPSS program. The results indicate that (1) workload, work stress, and motivation collectively have a positive and significant effect on employee performance; (2) workload has a positive and significant effect on employee performance; (3) work stress has a positive and significant effect on employee performance; and (4) motivation has a positive and significant effect on employee performance. The coefficient of determination indicates that workload, work stress, and motivation collectively explain 54% of the variation in employee performance. The remaining 46% is attributed to other factors not included in the analysis.

Keywords: Workload, Work Stress, Motivation, Employee Performance

1. Introduction

Human Resource Management consists of two words: 'human' and 'resources'. Management is the art of effectively and efficiently utilizing human resources and other resources to achieve specific goals. The human element, one of the key resources, has evolved into a field of management science known as Human Resource Management (HRM), a translation of workforce management. Management that regulates this human element is called personnel management. According to Hasibuan (2017), Human Resource Management is the science and art of controlling the relationship and role of the workforce to effectively and efficiently help realize the goals of the company, employees, and society.

Human resources are one of the most valuable assets; the success or failure of a company in

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achieving its goals is primarily determined by the quality of its human resource performance. The better the employee performance, the better the company's overall performance.

According to Kasmir (2019), performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a specific period. According to Ekawarna (2018), workload has a significant impact on employee performance. Excessive workload is correlated with low performance. Mahawati et al. (2021) stated that an excessive workload cannot be considered normal because its impact is frightening, not only affecting worker performance but also potentially leading to death. According to Koesmowidjojo (2017), workload refers to any form of work assigned to human resources to be completed within a specified period.

Job stress also affects performance. In the long term, employees are unable to handle work stress, which can result in them getting sick or even resigning, leading to dissatisfaction at work and reduced performance (Munandar, 2017). Wibowo (2018) stated that several factors affecting performance include personal factors, leadership factors, team factors, system factors, and contextual and situational factors (characterized by high pressure and changes in the internal and external environment). Hamali (2018) stated that job stress is internal and external conditions that create stressful situations, and the symptoms are experienced by everyone who is stressed.

Motivation is also one of the factors that affect performance. According to Kasmir (2019), among others are ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, and the surrounding work environment. According to Wibowo (2018), motivation is a drive towards a series of human behavioral processes in achieving goals. If motivation is taken and applied correctly, it will create a passion to continue moving forward together and remain loyal to the company. However, if the motivation given to employees is insufficient, then their performance will also be subpar. Motivation is a simple concept because people are generally motivated or driven to behave in a certain way that is believed to influence the acquisition of rewards. Thus, motivating someone is, of course, easy; try to find out what they need and use it as a possible reward, and give a gift to someone who has contributed according to the company's expectations.

2 Literature Review

The Effect of Workload, Job Stress, and Motivation on Performance. According to Ekawarna (2018), one factor that affects performance is workload. A workload that is either too high or too low is correlated with low performance. Mahawati et al. (2021) stated that an excessive workload cannot be considered normal because its impact is frightening, not only affecting worker performance but also potentially leading to death. According to Koesmowidjojo (2017), workload refers to any form of work assigned to human resources to be completed within a specified period. This is supported by previous research conducted by Armiani et al. (2022), which found that workload has a significant effect on employee performance. Thus, workload affects performance. According to (Munandar, 2017), one factor that affects performance is work stress. In the long term, employees who are unable to handle work stress can become ill and even resign, leading to dissatisfaction at work and a decline in performance. Wibowo (2018) stated that several factors influence performance, including personal factors, leadership factors, team factors, system factors, and contextual and situational factors (characterized by high pressure and changes in the internal and external environment). Hamali (2018) stated that work stress is internal and external conditions that create stressful situations, and the symptoms are

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experienced by everyone who is stressed. According to Kasmir (2019), the factors that influence performance include ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, and the surrounding work environment. This is supported by the results of previous research from Rahayu et al. (2021), which found that motivation has a significant positive effect on employee performance. Thus, motivation affects performance.

The Effect of Workload on Performance. According to Ekawarna (2018). One factor that affects performance is workload. Workload affects employee performance. A workload that is either too high or too low is correlated with low performance. This is supported by previous research conducted by Armiani et al. (2022), who found that workload had a significant effect on employee performance. However, previous research conducted by Alamiyah et al. (2024) yielded different results, specifically that workload had a significant negative impact on the performance of the State Civil Apparatus. The workload phenomenon also occurs in the indicator of working time utilization. There is a gap in working hours between employees; some work more than the specified hours, while others leave before the end of the workday, citing that they have just returned from maternity leave and have been approved by their superiors. The phenomenon of workload on target indicators that must be achieved also occurs in connection with the targets given at the same time. These targets also depend on the cooperation of other employees, who are not always cooperative, so that they cannot all be completed simultaneously. Consequently, targets that have not been achieved are still ongoing as of 2025.

The Effect of Work Stress on Performance. According to (Munandar, 2017), one factor that affects performance is work stress. In the long term, employees who are unable to manage work stress may become ill or even resign, resulting in dissatisfaction at work and a decline in performance. This is supported by previous research by Awoah (2021), which stated that work stress had a positive but insignificant effect on performance, and Ridha (2022) which found that work stress had a significant partial impact on performance. The phenomenon of work stress that occurs in the Regional Secretariat of Ogan Komering Ulu Regency, as measured by psychological indicators, is that employees become individuals who are easily angered and have difficulty controlling their emotions when the workload is high, and something does not go as planned. The phenomenon of work stress on physical indicators is that, due to high productivity, employees often experience headaches and back pain from prolonged sitting. Employees are also easily offended when other colleagues joke, as they feel like they are the object of the jokes. Additionally, they often have irregular eating patterns because public service hours are never closed but rather take turns with colleagues. The phenomenon of work stress, as indicated by behavioral indicators, found that employees often make mistakes, exhibit passive-aggressive behavior, and become confrontational, which is characterized by an angry attitude and unfriendly responses when asked about deadline progress.

The Influence of Motivation on Performance. One of the factors that influence performance is motivation. Motivation is one of the things that influence performance; where he stated that motivation is the provision of the driving force that creates a person's passion for work so that they are able to work together, work effectively, and be integrated with all their efforts to achieve satisfaction. Motivation is something basic that drives someone to work. This is supported by the results of previous studies from Rahayu et al. (2021), which found that motivation has a significant positive effect on employee performance. This is different from the results of previous studies from Julianry (2017), which found that motivation did not have a significant positive effect on employee performance.

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3. Research Method

The object of this study is the performance, workload, work stress, and motivation of employees of the Regional Secretariat of Ogan Komering Ulu Regency. The research method used by the author in this study is to use quantitative, descriptive, and survey research methods. This study has four variables, where variable X is the independent variable that influences or causes change, namely Workload (X1) and Work Stress (X2), Motivation (X3), and the dependent variable is Performance (Y). The performance indicators are quality of results, quantity of results, and work discipline. The workload indicators are work conditions, use of working time, and targets to be achieved. The work stress indicators are psychological indicators, physical indicators, and behavioral indicators. The indicators of motivation are work facilities, recognition from superiors, and success. The population used in this study were all employees with the status of State Civil Apparatus (ASN) at the Regional Secretariat of Ogan Komering Ulu Regency, totaling 147 people. The number of samples in this study was 107 respondents. To obtain adequate samples proportionally, cluster sampling was carried out. In this study, the method of data collection was by distributing questionnaires directly to employees, interviews with employees in the office, and direct observation at the Regional Secretariat of Ogan Komering Ulu Regency. The analysis model used is multiple regression analysis.

4. Findings and Discussions

This multiple linear regression analysis is used to determine the influence of workload, work stress and motivation on employee performance. The results of the multiple linear regression analysis can be seen in the following table:

Table 1. Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	.455	2.049	
	Workload	.317	.102	.282
	Work Stress	.410	.079	.472
	Motivation	.165	.079	.142

a. Dependent Variable: Employee Performance

Based on the results of the multiple linear regression test, the multiple linear regression is obtained as follows: Y= 0.455 + 0.317 X1 + 0.410 X2 + 0.165 X3. The constant value of 0.455 indicates that if the workload, work stress, and motivation are equal to zero, then employee performance remains at 0.455. The workload regression coefficient value of 0.317 (positive) indicates that the workload has a positive effect on the performance of employees of the Ogan Komering Ulu Regency Regional Secretariat. This figure illustrates that as the workload increases, employee performance also increases, and vice versa. The work stress regression coefficient value of 0.410 (positive) indicates that work stress has a positive effect on the performance of employees of the Ogan Komering Ulu Regency Regional Secretariat. This figure illustrates that as work stress increases, employee performance also increases, and vice versa. The motivation regression coefficient value of 0.165 (positive) indicates that motivation has a positive effect on the performance of employees of the Ogan Komering Ulu Regency Regional Secretariat. This figure illustrates that as motivation increases, employee performance also increases, and vice versa.

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Table 2. F-test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1429.174	3	476.391	42.481	.000[b]
	Residual	1155.056	103	11.214		
	Total	2584.230	106			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Workload, Work Stress, Motivation

Determining F-table with a confidence level of 95% and an error rate (α) of 5% = 0.05, with degrees of freedom (df) V1 = k-1 = 4-1 = 3 and V2 = 107-4 = 103 so the F-table = 2.69. Based on the F-test (Anova), it can be seen that the F-value is 42.481> F-table 2.69 with a Sig F level of 0.000 <0.05, then Ho1 is rejected, meaning that there is a significant influence of workload, work stress and motivation on the performance of employees of the Ogan Komering Ulu Regency Regional Secretariat.

Table 3. t-test

1	Variables	t	sig
	(Constant)	.222	.825
	Workload	3.095	.003
	Work Stress	5.208	.000
	Motivation	2.088	.039

a. Dependent Variable: Employee Performance

Determine the t-table with a confidence level of 95% and an error rate (α) of 5% = 0.05 and degrees of freedom (df) = n-k. Then (df) = 0.05/2 (107 - 4) is (df) = 0.025 (10^3), so the t-table value is 1.983. Based on the t-test (partial), it can be seen as follows: a) The t-value for the workload is 3.095, which is greater than the t-table value of 1.983, with a significant t-level of 0.003 (<0.05), indicating that H0 is rejected. This shows a positive and considerable impact of workload on employee performance at the Ogan Komering Ulu Regency Regional Secretariat. b) The calculated t-value for Work Stress is 5.208, which is greater than the t-table value of 1.983 with a significant t-level of 0.000 (< 0.05). Therefore, Ho3 is rejected, indicating a positive and significant influence of work stress on the performance of employees at the Regional Secretariat of Ogan Komering Ulu Regency. c) The calculated t-value for motivation is 2.088, which is greater than the t-table value of 1.983 with a significant t-level of 0.039 (< 0.05). Therefore, Ho4 is rejected, indicating a positive and considerable influence of motivation on the performance of employees at the Regional Secretariat of Ogan Komering Ulu Regency.

The Effect of Workload, Work Stress, and Motivation on the Performance of Employees of the Regional Secretariat of Ogan Komering Ulu Regency. Based on the results of the multiple linear regression analysis, the coefficient values of the workload, work stress, and motivation variables show a positive influence. This means that if the workload, work stress, and motivation increase, then performance will also increase. Conversely, if workload, work stress, and motivation decrease, it will have a negative impact on performance. The results of the simultaneous hypothesis test indicate a significant influence of workload, work stress, and motivation on the performance of employees at the Regional Secretariat of Ogan Komering Ulu Regency. These results suggest that with the presence of workload, work stress, and motivation, employees can work optimally and more productively, which in turn affects their performance.

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This is in accordance with the theory put forward by Ekawarna (2018). One of the factors that affects performance is workload. In addition, according to (Munandar, 2017) one factor that affects performance is work stress. According to Kasmir (2019), another factor that affects performance, both in terms of results and work behavior, is motivation. The results of this study are in line with previous studies by Armiani et al. (2022), Rahayu et al. (2021), showing that workload, work stress, and motivation have a significant influence on employee performance. In contrast, a search conducted by Alamiyah et al. (2024) reveals that workload, work stress, and motivation have a positive but insignificant impact on employee performance.

The Effect of Workload on the Performance of Employees of the Regional Secretariat of Ogan Komering Ulu Regency. The results of the partial hypothesis test show a significant effect of workload on the performance of employees of the Regional Secretariat of Ogan Komering Ulu Regency. These results suggest that the workload received by employees determines the quality of their performance. The workload given according to its portion can make it easier for employees to work productively and achieve organizational goals. In this study, workload was shown to contribute significantly partially to employee performance. Generally, an increased workload can lead to fatigue and a decline in performance. Still, in certain conditions, such as those that occurred at the OKU Regional Secretariat, an increased workload actually enhanced employee performance. For instance, employees developed more effective work strategies through collaboration and cooperation, improved time management, and reduced distractions. In addition, the workload pressure that occurs on employees can actually increase productivity, and due to the additional workload, employees receive additional incentives. The results of this study are in accordance with the theory put forward by Ekawarna (2018), which states that one of the factors influencing performance is workload. Previous research studies conducted by Armiani et al. (2022) showed that workload has a positive and significant effect on employee performance. This finding contrasts with research conducted by Alamiyah et al. (2024), which showed that workload has a positive but insignificant effect on the performance of State Civil Apparatus employees. The reason the results of Alamiyah et al. (2024) research are different is because they are based on several aspects, namely: a. Differences in the indicators used are evident, where Alamiyah et al. (2024) employed indicators of working conditions, work standards, and targets to be achieved. In contrast, this study utilizes indicators of work conditions, work time, and targets to be achieved. In previous studies, similarities were observed in indicators, but they focused more on work standards, whereas this study focused more on work completion time.

b. The sample used in this study consisted of 107 respondents, whereas the original research used a sample of 100 respondents. The sampling technique employed in this study is the saturated sampling method, which utilizes cluster sampling. In the study, the sampling technique employed is based on the study's purpose. Alamiyah et al. (2024) used saturated sampling, where the entire population served as the research sample. In contrast, this study employs cluster sampling, where samples are drawn from specific areas. The use of saturated samples is not always suitable for all studies; saturated sampling is only applicable to studies with a small-scale population. While using cluster sampling or a large-scale population as a sample in this study, it is part of the population. Therefore, it is better to use cluster sampling if the number of samples taken exceeds 100.

The Effect of Work Stress on the Performance of Employees of the Regional Secretariat of Ogan Komering Ulu Regency. The results of the partial hypothesis test show a significant effect of work stress on the performance of employees of the Regional Secretariat of Ogan Komering

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Ulu Regency. These results suggest that the level of work stress experienced by employees determines the quality of their performance. In this study, work stress was proven to contribute significantly partially to employee performance. Work stress that occurs does not always have a negative impact; in employee psychology, there is a concept known as eustress or positive stress, which refers to the pressure that actually motivates individuals to work more effectively. Eustress creates a stimulus and excitement that have a beneficial effect on the individuals who experience it. For example, tight deadlines can encourage employees to be more focused and productive. Work stress that can be managed effectively can increase focus and alertness, as well as a greater sense of responsibility, leading to optimal performance. According to Siagian (2008), at a certain level, stress is necessary. If there is no stress at work, employees will not feel challenged, which will result in low work performance. On the other hand, with stress, employees feel the need to utilize all their abilities to achieve high performance and thus complete tasks effectively. The results of this study are in accordance with the theory proposed by (Munandar, 2017), which suggests that one factor influencing performance is work stress. Previous research studies conducted by Awoah (2021) stated that work stress has a positive and significant effect on employee performance. This finding contrasts with research conducted by Ridha (2022), which revealed that work stress has a positive but non-significant effect on employee performance. The reason for the different results of Ridha (2022) research is because it is based on several aspects, namely: a. The difference in indicators used in Ridha (2022) research involves the use of indicators for task demands, role demands, interpersonal demands, organizational structure, and leadership. This study uses psychological, physical, and behavioral indicators. In previous research, the indicators focused on work stress caused by external conditions of employees. In contrast, this study uses indicators that focus on the conditions of work stress experienced by individual employees, specifically psychological, physical, and behavioral conditions. b. The sample used in Ridha (2022) study consisted of 100 respondents, whereas this study utilized 107 respondents. The sampling technique used in Ridha (2022) study was purposive sampling, whereas this study employed cluster sampling. The use of samples in previous studies employed specific sample criteria from a population of 1,353, with 100 samples taken, specifically from ASN, PTT, and TPOK employees. In this study, a large portion of the population was utilized, ensuring that the data obtained was accurate and comprehensive, as it covered most of the individuals in the population.

The Influence of Motivation on Employee Performance at the Regional Secretariat of Ogan Komering Ulu Regency. The results of the partial hypothesis test show a significant influence of motivation on the performance of employees of the Regional Secretariat of Ogan Komering Ulu Regency. These results suggest that the level of motivation possessed by employees is linearly related to the quality of their performance. This study confirms that the initial hypothesis was supported, indicating a significant influence of motivation on the performance of employees at the Regional Secretariat of Ogan Komering Ulu Regency. This is in accordance with the theory put forward by Kasmir (2019), which states that several factors influence employee performance, including motivation. The results of this study align with previous studies conducted by Rahayu et al. (2021), indicating that motivation has a significant influence on employee performance. In contrast, research conducted by Julianry (2017) revealed that work motivation has a positive but non-significant influence on performance. The reason this study is different from Julianry (2017) is because it is based on several aspects, namely: a. There is a difference in the sample used, which consists of 100 employees, whereas this study uses a sample of 107 employees. The sampling technique used in Julianry (2017) is random sampling,

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whereas this study employs cluster sampling. The use of samples in previous studies employed the sample criteria of employees who had attended training by the Ministry of Communication and Information, drawn from a population of 7,575, with a sample size of 100. This study utilizes a large portion of the population, ensuring that the data obtained is accurate and comprehensive, as it covers a significant number of individuals. b. The analysis technique used is Partial Least Squares (PLS), whereas this study employs multiple linear regression with the SPSS program. Based on the type of analysis carried out, SPSS is used as a classic statistical analysis tool such as linear regression, t-test, ANOVA, correlation, and descriptive analysis. While SmartPLS is used in analyzing the relationship between latent variables with more complex structural models. Based on the study's results and objectives, it is more effective to use multiple linear regression in determining the direct effect. c. Based on the characteristics of the workplace, there are differences in function and responsibility; where in previous research, it was responsible for national-scale government affairs, while this research only supports regional government policies and is oriented towards regional-level services and the scope of work in previous research, program policies have an impact on all regions in Indonesia. In contrast, this research focuses on the regional scope of work in Ogan Komering Ulu Regency, which results in differences in the findings of this study compared to previous research.

5. Conclusion

It can be concluded that workload, work stress, and motivation have a significant influence on the performance of employees at the Regional Secretariat of Ogan Komering Ulu Regency. The Regional Secretariat of Ogan Komering Ulu Regency can pay attention to workload, work stress, and motivation, as they have been proven to have a significant impact on employee performance. Regarding the workload, it is expected to be allocated according to the employee's workload, where areas that need improvement can be identified through careful planning. This planning will ensure that the set targets do not overlap with each other. Regarding employee work stress, it is essential for relevant leaders to consider several key findings from researchers, particularly those related to employee psychology, physical well-being, and communication behavior. This consideration is expected to be facilitated by providing an open discussion space that fosters cooperation and the exchange of information about work. Employee motivation can be considered by the relevant leaders, especially regarding several findings of researchers that need to be considered regarding work facilities, recognition from superiors and agencies, and employee success in working by providing facilities that can help employees in working and provide recognition for work achievements so that employees feel important by the organization and will encourage optimal employee performance according to organizational goals.

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