



The Influence of Workload, Job Stress, and Work Environment on Employee Performance at PT. Ken Jaya Titus

Sutrisno¹, Mutmainah², Mintarti Indartini³

^{1,2,3} Department of Management, Faculty of Economics, Merdeka University of Madiun, Indonesia.

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KEYWORDS: workload, job stress, work environment, employee performance.

ABSTRACT: This study aims to analyze the influence of workload, job stress, and work environment on employee performance at PT Ken Jaya Titus, both partially and simultaneously. Employee performance is a strategic factor in achieving organizational objectives; therefore, it must be supported by an appropriate workload distribution, effective job stress management, and a conducive work environment. The research was conducted at PT Ken Jaya Titus, located at RT 015/RW 006, Buduran Village, Wonoasri District, Madiun Regency, East Java, Indonesia. This study employed a quantitative approach using an explanatory research design. The population consisted of all 61 employees of PT Ken Jaya Titus. Since the population size was relatively small, a saturated sampling (census) technique was applied, whereby all members of the population were selected as research respondents. Data were collected through a structured questionnaire that had met the requirements of validity and reliability testing. The data were analyzed using multiple linear regression analysis with the assistance of the Statistical Package for the Social Sciences (SPSS), including classical assumption tests, the coefficient of determination (R^2), t-test, and F-test. The results revealed that, partially, workload had a positive and significant effect on employee performance. Job stress had a negative and significant effect on employee performance. Meanwhile, the work environment had a positive and significant effect on employee performance. Simultaneously, workload, job stress, and work environment significantly influenced employee performance. In conclusion, employee performance at PT Ken Jaya Titus is significantly influenced by an appropriate workload, effective job stress management, and a supportive work environment.

Corresponding Author
Sutrisno

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I. INTRODUCTION

The increasingly competitive business environment in the era of globalization requires every company to have high-quality human resources as a key factor in achieving organizational goals. Technological advancements, changing business models, and increasing customer demands mean that companies must be able to boost productivity and maintain a competitive edge through effective human resource management (Kartini, 2023). Under these conditions, employee performance becomes a critical indicator that determines an organization's success in achieving both operational and strategic targets (Sinambela, 2016). Employee performance is influenced not only by individual capabilities but also by various internal organizational factors such as workload, levels of work-related stress, and work environment conditions. These three factors are interrelated in shaping employee work behavior, thereby having the potential to either increase or decrease a company's productivity (Robbins, 2016). Various studies indicate that organizations capable of managing workloads proportionally, minimizing work-related stress, and creating a conducive work environment tend to have higher levels of employee performance compared to organizations that neglect these aspects (Robbins, S. P., & Judge, 2019). Empirical findings also show that a supportive work environment and effective stress management contribute positively to improved employee performance across various industry sectors (Adam & Yuliana, 2024).

Employee performance refers to the work outcomes achieved by an individual based on the standards, targets, and responsibilities assigned by the organization within a specific period. The level of employee performance directly impacts a company's operational effectiveness, service quality, cost efficiency, and the achievement of long-term business goals (Putranto, 2024). Therefore, companies are required to understand the factors that influence employee performance in order to formulate appropriate human resource management policies. One factor that often receives attention is workload. An excessively high workload can lead to physical and mental fatigue, thereby reducing concentration, increasing work errors, and decreasing employee productivity (Putranto, 2024). Conversely, a workload that is too low can also lead to boredom and reduced work motivation. In addition to workload, work-related stress is a psychological factor that has the potential to affect employees' ability to perform their jobs optimally. Previous research indicates that poorly managed job stress has a negative impact on work quality, organizational commitment, and employee performance (Iskamto, 2021). On the other hand, a safe, comfortable, and collaborative work environment can boost work morale, job satisfaction, and employee productivity, thereby enabling the organization to achieve its goals more effectively (Kasmir, 2018). Recent research findings also show that the work environment has a positive influence, while workload and work-related stress can affect performance both directly and indirectly, depending on organizational and employee characteristics (Indrayana et al., 2024).

PT Ken Jaya Titus, as a company engaged in manufacturing and distribution, is required to maintain productivity and service quality amid increasing business competition. Achieving the company's targets depends heavily on employees' ability to complete tasks effectively and efficiently. In carrying out operational activities, employees face various job demands, ranging from production targets, meeting deadlines, interdepartmental coordination, to adapting to changes in company policies. These conditions have the potential to increase workloads and lead to work-related stress if not balanced by effective human resource management (Dawam and Setiawan, 2022). Additionally, the work environment—both physical and non-physical—is a factor that influences employees' comfort while working. An inadequate work environment can reduce motivation, increase fatigue, and ultimately lead to a decline in employee performance (Nopriani et al., 2025). Various previous studies have shown that the effects of workload, work-related stress, and the work environment on employee performance still yield mixed results; therefore, further research is needed in different corporate contexts (Pribadi, 2025). Thus, this study at PT Ken Jaya Titus is important to provide empirical evidence on the extent to which workload, job stress, and the work environment affect employee performance and to serve as a basis for the company in formulating policies to improve human resource performance in a sustainable manner.

Various previous studies have demonstrated that workload, work-related stress, and the work environment are factors that influence employee performance (Nopriani et al., 2025). However, the results of these studies remain inconsistent, necessitating further testing with different research subjects. A study by Nurshanti et al. (2025) found that workload and work environment influence employee performance, with job stress acting as a mediating variable in a manufacturing company (Nurshanti, 2025). Conversely, the study by Harianto and Kukuh (2026) showed that work stress significantly reduces job satisfaction and performance, while job satisfaction has a positive effect on performance. Job satisfaction mediates the relationship between work stress and performance, acting as a psychological buffer that mitigates the impact of stress. Conversely, workload does not have a significant effect on either job satisfaction or performance, and job satisfaction also does not mediate the impact of workload (Harianto & Wardhani, 2026). These differing results indicate that the relationships among variables are strongly influenced by organizational characteristics, work systems, corporate culture, and the internal environmental conditions of each company. Other studies have also shown that a comfortable work environment can boost employee motivation and productivity, whereas excessive workload and high work-related stress tend to reduce the quality of work output and the effectiveness of task completion (Ningrum, 2021). Therefore, research on the influence of these three variables remains relevant to conduct in order to obtain more comprehensive empirical evidence across various industrial sectors.

This study focuses on PT Ken Jaya Titus because the company is required to maintain productivity amid increasing industry competition and changes in the business environment. In practice, the company faces challenges such as meeting deadlines, improving product and service quality, and meeting increasingly high demands for operational efficiency. These conditions require every employee to perform at their best so that the company's goals can be effectively achieved. However, high work targets have the potential to increase employees' workloads, which can ultimately trigger work-related stress if not balanced by a proportional distribution of tasks and a supportive work environment. On the other hand, a good work environment—whether in terms of physical aspects such as lighting, cleanliness, and safety, or non-physical aspects such as communication, inter-employee relationships, and leadership support—is believed to enhance employee comfort and work motivation (Chusnul Chotimah, 2015). Various recent studies also confirm that companies capable of creating a healthy work environment and managing workloads proportionally tend to have higher levels of employee productivity and performance compared to companies that pay less attention to these factors (Nopriani et al., 2025).

Based on the above discussion, there is a research gap that forms the basis for this study. First, research findings on the effect of workload on employee performance remain inconsistent, with some studies indicating a negative and significant effect, while others find that the effect is not significant. Second, the relationship between work stress and employee performance has not yielded consistent results, as it is influenced by individual ability to manage work pressure, job characteristics, and organizational support.

Third, most previous studies have focused on large-scale companies in the banking, service, or manufacturing sectors, whereas research on PT Ken Jaya Titus remains very limited, leaving a lack of empirical evidence describing the conditions at that company. Thus, this study offers novelty because it simultaneously examines the effects of workload, work-related stress, and the work environment on employee performance at PT Ken Jaya Titus—a research subject that has not been extensively studied. The findings are expected to enrich the development of human resource management theory while providing an empirical contribution to previous research.

Based on empirical phenomena, theory, and the results of previous studies, it can be understood that a company's success in improving employee performance depends not only on individual competencies but also on the organization's ability to manage workload, control work-related stress, and create a conducive work environment. These three factors are interrelated and crucial aspects of human resource management that influence organizational productivity (Kobis et al., 2023). Therefore, this study was conducted to analyze the effects of workload, work-related stress, and the work environment on employee performance at PT Ken Jaya Titus, both partially and simultaneously. The research findings are expected to serve as evaluation material for company management in formulating more effective human resource management policies and as a reference for academics in developing further research on factors that influence employee performance. In addition to providing a theoretical contribution to the development of human resource management science, this study is also expected to provide practical contributions in supporting the sustainable improvement of the company's productivity and competitiveness.

II. LITERATURE REVIEW

1. Workload and Its Impact on Employee Performance at PT Ken Jaya Titus

Workload refers to the amount of work that employees are required to complete within a certain period in accordance with the work standards established by the organization. A workload that matches employees' capabilities can increase productivity, whereas an excessive workload can lead to fatigue, stress, and even reduced performance. Workload encompasses all activities that employees must complete within a specified period while taking into account their physical and mental capacities (Vanchapo, 2020). Robbins states that whether a workload is perceived as positive or negative depends on individual perception. Perception is defined as the process by which individuals organize and interpret sensory impressions to give meaning to their environment (Robbins, 2016).

The study by Suji'ah and Nurshanti (2025) found that workload has a significant effect on both job stress and employee performance, while the work environment has a significant effect on employee performance but does not have a significant effect on job stress (Nurshanti, 2025). Based on the theoretical framework and the findings of previous studies, it can be understood that the higher the level of job stress experienced by employees, the greater the likelihood of a decline in their performance. Conversely, if an organization is able to effectively manage job stress through a proportional distribution of tasks, effective communication, leadership support, and a conducive work environment, employee performance can be improved.

2. The Effect of Job Stress on Employee Performance at PT Ken Jaya Titus

Job stress is a psychological condition that arises when employees face work demands that exceed their capabilities or available resources. Job stress is a dynamic condition in which individuals are confronted with opportunities, demands, or constraints related to their work, where the outcomes are perceived as important but involve uncertainty (Robbins, Stephen P., 2019). A study by Kobis, Fanggidae, and Timuneno (2023) found that job stress has a significant effect on employee performance, with unmanaged increases in job stress tending to reduce employee performance (Kobis et al., 2023).

Based on the theoretical framework and the findings of previous studies, it can be understood that the higher the level of job stress experienced by employees, the greater the likelihood of a decline in their performance. Conversely, if an organization is able to effectively manage job stress through a proportional distribution of tasks, effective communication, leadership support, and a conducive work environment, employee performance can be improved.

3. The Impact of the Work Environment on Employee Performance

A comfortable and conducive work environment provides a sense of security and boosts employee morale, enabling them to perform their duties more effectively and efficiently. According to Sedarmayanti, a safe, comfortable, and conducive work environment enhances employee morale and productivity. A good work environment allows employees to work effectively, making it easier to achieve organizational goals (Sedarmayanti, 2020).

Empirically, various studies show that the work environment is closely linked to employee performance. Nurshanti's (2025) study also indicates that the work environment has a significant effect on employee performance, although it does not have a significant effect on work-related stress as an intervening variable (Nurshanti, 2025). The findings of Wicaksono and Liana (2026) explain that both the physical and non-physical work environments can enhance employee productivity, comfort, and work effectiveness (Wicaksono and Liana, 2024). These findings indicate that the better the work environment conditions provided by the company, the higher the performance produced by employees. Based on the theoretical framework and previous research findings, it can be concluded that a good work environment is one of the key factors that can improve employee

performance. The more conducive the work environment created by a company—both in physical and non-physical aspects—the higher the employees' productivity and work quality.

4. Workload, Work-Related Stress, and the Work Environment and Their Impact on Employee Performance

Employee performance is one indicator of an organization's success in achieving its established goals. The level of employee performance is influenced by various factors, both internal to the employee and external to the organizational environment. Employee performance is influenced by various factors, including ability, motivation, leadership, the work environment, and the employee's psychological state. Therefore, companies need to manage these three factors in an integrated manner to improve employee productivity and achieve organizational goals (Kasmir, 2018). Research conducted by Kobis et al. (2023) shows that workload and work-related stress have a significant effect on employee performance

III. METHODOLOGY

This study employs a quantitative approach using a survey research method. The purpose of this study is to analyze the effects of workload, work-related stress, and the work environment on employee performance at PT Ken Jaya Titus. The population for this study consists of all 61 employees at PT Ken Jaya Titus. Given the relatively small population size, this study employed a saturated sampling technique (census), meaning that the entire population—61 respondents—was included in the sample (Sugiyono, 2020). The data used consists of primary data collected through a questionnaire using a five-point Likert scale, supplemented by secondary data obtained from company documents and literature reviews. The independent variables in this study include workload (X_1), work-related stress (X_2), and work environment (X_3), while the dependent variable is employee performance (Y).

Data analysis was conducted using IBM SPSS Statistics version 26. The analysis stages included instrument validation (validity and reliability tests), classical assumption tests (normality, multicollinearity, and heteroscedasticity tests), multiple linear regression analysis, the coefficient of determination test (R^2), partial tests (t-tests), and simultaneous tests (F-tests). The significance level used in hypothesis testing is 5% ($\alpha = 0.05$).

IV. RESULTS AND DISCUSSION

Results

1. Respondent Characteristics

This study involved 61 employees of PT Ken Jaya Titus as respondents. The entire population was sampled using a saturation sampling technique, so the research results represent the overall conditions of the employees. By gender, the majority of respondents were male, totaling 53 people (86.9%), while female respondents numbered 8 (13.1%). This composition indicates that the company's operational activities are still dominated by male workers.

In terms of age, the majority of respondents were in the 36–45 age range (49.2%), followed by those aged 26–35 (29.5%), those under 25 (11.5%), and those over 45 (9.8%). This indicates that the majority of employees are of working age and generally possess work experience and the ability to adapt well to job demands.

2. Instrument Quality Test Results

The instrument was tested for validity and reliability prior to regression analysis. All items had a Corrected Item–Total Correlation value greater than the table r value, so all indicators were deemed valid. The results of the instrument quality test for the variables yielded a Cronbach's Alpha value above 0.70, indicating that the instrument has a good level of internal consistency and is suitable for use in this study.

3. Results of the Classical Assumptions Test

The results of the classical assumption tests indicate that the regression model meets the requirements for analysis. The normality test shows that the residuals are normally distributed. The multicollinearity test shows a Tolerance value > 0.10 and a Variance Inflation Factor (VIF) < 10 , indicating that there is no multicollinearity. Furthermore, the heteroscedasticity test yielded a significance value greater than 0.05, indicating that the regression model is free from heteroscedasticity. Thus, the regression model satisfies the Best Linear Unbiased Estimator (BLUE) assumption and is suitable for hypothesis testing.

4. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to test the effects of workload, work-related stress, and the work environment on employee performance. The resulting regression equation is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

The results of the analysis show that:

- the workload coefficient is positive;
- the work stress coefficient is negative;
- the work environment coefficient is positive.

The direction of these coefficients indicates that a proportional increase in workload and improvements in the work environment tend to improve employee performance, while an increase in work stress tends to decrease employee performance

5. Hypothesis Testing

a. The Effect of Workload on Employee Performance

The results of the partial test show that the workload variable yielded a calculated t-value of 2.369 with a significance level of 0.021 (<0.05). Therefore, the first hypothesis is accepted. This indicates that workload has a positive and significant effect on the performance of PT Ken Jaya Titus employees. This finding suggests that a proportionally structured workload can increase employee productivity. Assigning tasks that align with employees' competencies and capacities encourages more effective task completion without causing excessive pressure.

b. The Effect of Work Stress on Employee Performance

The work stress variable yielded a calculated t-value of -2.682 with a significance level of 0.010 (<0.05), so the second hypothesis is accepted. These results show that work stress has a negative and significant effect on employee performance. The higher the level of stress experienced by employees, the lower their performance levels. This situation highlights the importance of managing work-related stress so that employees can maintain their productivity.

c. The Effect of Work Environment on Employee Performance

The work environment variable yielded a t-value of 4.076 with a significance level of 0.000 (<0.05), so the third hypothesis is accepted. Thus, the work environment has a positive and significant effect on employee performance. A safe, comfortable work environment, supported by harmonious workplace relationships, has a positive impact on employees' motivation, concentration, and effectiveness in completing their work.

d. The Simultaneous Effect of Workload, Work-Related Stress, and the Work Environment

The results of the simultaneous test show a calculated F-value of 62.023 with a significance level of 0.000 (<0.05). This value is greater than the table F-value (2.766), so the fourth hypothesis is accepted. Thus, workload, job stress, and the work environment collectively have a significant effect on the performance of PT Ken Jaya Titus employees.

6. Coefficient of Determination

The coefficient of determination (R^2) of 0.765 indicates that 76.5% of the variation in employee performance can be explained by the variables of workload, work-related stress, and work environment. Meanwhile, the remaining 23.5% is influenced by other factors not analyzed in this study, such as leadership, compensation, motivation, organizational culture, and employee competence.

Discussion

1. The Relationship Between Workload and Employee Performance

The results of this study are consistent with Dessler's view, as cited in (Muhammad Chaerul Tandil Mulyawan, 2025), which states that setting an appropriate workload is a crucial aspect of human resource management because it affects the work effectiveness of both individuals and the organization. A workload determined based on a sound job analysis will help employees understand the targets they must achieve, thereby enabling them to improve the quality and quantity of their work output. The findings of this study are also consistent with Susanti's research (2021), which showed that workload has a significant effect on employee performance (Susanti, 2021). These findings are further supported by the research of Wicaksono and Liana (2024), who found that workload has a positive and significant effect on employee performance. These findings indicate that a properly managed workload can serve as a driver for increased productivity and the achievement of organizational goals (Wicaksono and Liana, 2024). Thus, Hypothesis 1 proposed in this study is that there is an effect of workload on employee performance at PT Ken Jaya Titus.

2. The Relationship Between Work Stress and Employee Performance

Theoretically, work-related stress is a state of tension that affects a person's emotions, thought processes, and physical condition while performing their job. Work-related stress arises when there is a mismatch between job demands and an individual's abilities, resources, or needs. To a certain extent, stress can serve as a motivator for work, but if it persists continuously and exceeds an individual's ability to cope with it, it will have a negative impact on performance (Robbins, S. P., & Judge, 2019). The findings of this study align with the research by Mardiani and Khamdanah (2022), which states that work-related stress and workload affect employee performance (Mardiani et al., 2022). Work-related stress is a key factor influencing the effectiveness of employees' work performance. Thus, the second hypothesis proposed in this study—that work-related stress affects employee performance at PT Ken Jaya Titus—has been proven.

3. The Influence of the Work Environment on Employee Performance

The work environment encompasses everything surrounding an employee that can influence the performance of their duties and responsibilities. According to Sedarmayanti, the work environment includes all tools, materials, work methods, as well as physical and non-physical conditions present in the workplace that can affect employee performance. The work environment is not only related to physical aspects such as lighting, air circulation, cleanliness, safety, and workspace layout, but also includes non-physical aspects such as inter-employee relationships, relationships with supervisors, organizational communication, and the work culture that develops within the organization (Ahmad et al., 2022). The results of this study align with the research by

Handayani and Daulay (2021), which showed that the work environment has a significant effect on employee performance. A comfortable and safe work environment, supported by adequate work facilities, can enhance the effectiveness of task execution and employee productivity. Furthermore, the work environment has a positive and significant influence on employee performance. These findings reinforce the results of this study, which indicate that the better the work environment perceived by employees, the higher the performance they can achieve (Susi Handayani, 2021). Thus, the third hypothesis proposed in this study—that the work environment influences employee performance at PT Ken Jaya Titus—has been proven.

4. The Influence of Workload, Work-Related Stress, and the Work Environment on Employee Performance

Employee performance is one indicator of an organization's success in achieving its established goals. The level of employee performance is influenced by various factors, both internal to the employee and stemming from the organizational environment. Among these factors, workload, work-related stress, and the work environment are interrelated variables that influence the effectiveness of job performance.

This study, consistent with Rachmawati's research, shows that workload, work environment, and work-related stress simultaneously have a significant effect on employee performance. Partially, workload and work environment influence performance, while high work-related stress tends to reduce employee performance (Rachmawati, 2022). The study concludes that improving employee performance requires support in the form of proportional workload management, work-related stress control, and a conducive work environment. Thus, the fourth hypothesis proposed in this study is that there is a simultaneous influence of workload, work-related stress, and work environment on employee performance at PT Ken Jaya Titus.

V. CONCLUSIONS

Based on the results of the analysis and discussion, it can be concluded that workload, work-related stress, and the work environment are factors that influence employee performance. Managing workloads appropriately can improve the effectiveness of task execution, while keeping work-related stress under control helps employees maintain productivity in completing their work. In addition, a safe, comfortable, and conducive work environment contributes positively to increased work enthusiasm, motivation, and the quality of employees' work.

Individually, workload, work-related stress, and the work environment influence employee performance. A workload that matches an employee's capacity will encourage the optimal achievement of work targets, while excessive work-related stress has the potential to reduce concentration, productivity, and work quality. Conversely, a good work environment—both in terms of physical and non-physical aspects—can create a supportive atmosphere that enables employees to work more effectively and efficiently.

Simultaneously, workload, work-related stress, and the work environment all influence employee performance at PT Ken Jaya Titus. This indicates that improvements in employee performance are not influenced by a single factor but rather result from the integrated management of various aspects of human resource management. Therefore, the company needs to implement policies that balance workloads, manage employee stress levels, and create a conducive work environment to increase productivity and support the sustainable achievement of organizational goals.

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