THE INFLUENCE OF WORKLOAD AND REWARDS ON EMPLOYEE PERFORMANCE AT THE REGIONAL DRINKING WATER COMPANY IN DEPOK CITY THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE

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ABSTRACT

Purpose: The objectives of this research are: To determine the effect of workload on employee performance at the Depok City Regional Drinking Water Company. To determine the effect of Rewards on Employee Performance at the Depok City Regional Drinking Water Company. To determine the effect of workload on job satisfaction at the Regional Drinking Water Company in Depok City.

Theoretical framework: Research study approach in the model of Rewards, workload model, and Job Satisfaction model on Employee Performance.

Design/methodology/approach: The type of research carried out in this research is descriptive research using survey methods. Using a saturated sampling technique, a sample of 84 employees at the Depok City Regional Drinking Water Company was taken. The analysis method in this research was carried out using the Structural Equation Model (SEM). The model used is multiple regression analysis.

Findings: The results of this research show that: 1) Workload influences employee performance. 2) Rewards influence employee performance. 3) Workload influences job satisfaction. 4) Rewards influence Job Satisfaction. 5) Job satisfaction has no effect on employee performance. 6) Workload has no effect on employee performance and its impact on job satisfaction. 7) Rewards have no effect on employee performance which has an impact on job satisfaction.

Research, Practical & Social implications: The study recommended several recommendations, among which; Companies need to carry out a comprehensive evaluation regarding the workload given to employees. Ensure that the workload given is in accordance with employee capacity and abilities. Provide training and development to employees to improve skills and efficiency in completing their tasks. Management needs to assess the need for additional personnel if the existing workload is too heavy for existing employees.

Originality/value: The value of the study is to provide a clear outlook regarding how to companies need to review their existing reward systems to ensure that they are fair and motivating to employees. Consider providing rewards based on real performance achievements and based on clear criteria. Ensure that the salaries and allowances given to employees comply with applicable standards, such as the Provincial Minimum Wage (UMP) that applies in the region.

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A INFLUÊNCIA DA CARGA DE TRABALHO E RECOMPENSAS NO DESEMPENHO DOS FUNCIONÁRIOS NA COMPANHIA REGIONAL DE ÁGUA POTÁVEL EM DEPOK CITY ATRAVÉS DA SATISFAÇÃO NO TRABALHO COMO UMA VARIÁVEL INTERVENIENTE

RESUMO

Objetivo: Os objetivos desta pesquisa são: Determinar o efeito da carga de trabalho no desempenho do funcionário na Empresa Regional de Água Potável de Depok City. Determinar o efeito das Recompensas no Desempenho do Funcionário na Empresa Regional de Água Potável de Depok City. Determinar o efeito da carga de trabalho na satisfação com o trabalho na Companhia Regional de Água Potável em Depok City.

Estrutura teórica: Abordagem de estudo de pesquisa no modelo de Recompensas, modelo de carga de trabalho e modelo de Satisfação do Cargo no Desempenho do Funcionário.

Design/metodologia/abordagem: O tipo de pesquisa realizada nesta pesquisa é descritiva usando métodos de pesquisa. Usando uma técnica de amostragem saturada, uma amostra de 84 funcionários da Companhia Regional de Água Potável de Depok City foi tirada. O método de análise desta pesquisa foi realizado utilizando o Modelo de Equação Estrutural (SEM). O modelo utilizado é a análise de regressão múltipla.

Descobertas: Os resultados desta pesquisa mostram que: 1) A carga de trabalho influencia o desempenho do funcionário. 2) As recompensas influenciam o desempenho dos funcionários. 3) A carga de trabalho influencia a satisfação no trabalho. 4) As recompensas influenciam a satisfação no trabalho. 5) A satisfação no trabalho não afeta o desempenho do funcionário. 6) A carga de trabalho não afeta o desempenho do funcionário e seu impacto na satisfação com o trabalho. 7) As recompensas não têm qualquer efeito sobre o desempenho dos funcionários que tenha impacto na satisfação no trabalho.

Investigação, implicações práticas e sociais: O estudo recomendou várias recomendações, entre as quais: as empresas precisam realizar uma avaliação abrangente sobre a carga de trabalho dada aos funcionários. Garantir que a carga de trabalho fornecida esteja de acordo com a capacidade e as habilidades do funcionário. Fornecer treinamento e desenvolvimento aos funcionários para melhorar as habilidades e a eficiência na conclusão de suas tarefas. A gerência precisa avaliar a necessidade de pessoal adicional se a carga de trabalho existente for muito pesada para os funcionários existentes.

Originalidade/valor: o valor do estudo é fornecer uma visão clara sobre como as empresas precisam rever seus sistemas de recompensas existentes para garantir que eles sejam justos e motivadores para os funcionários. Considere fornecer recompensas com base em realizações de desempenho reais e com base em critérios claros. Garantir que os salários e subsídios concedidos aos funcionários estejam em conformidade com as normas aplicáveis, como o Salário Mínimo Provincial (UMP) aplicável na região.

Palavras-chave: carga de trabalho, recompensas, desempenho do funcionário, satisfação no trabalho.
1 INTRODUCTION

Companies need to consider employees as individuals with a need for recognition and appreciation, not just as a tool to achieve company goals. Employee job satisfaction depends on the relationship between the job and the individual, and factors that influence employee performance need to be considered. Research at PDAM Depok City identified several causes of decreased performance, such as lack of rewards and incentives, lack of career opportunities, and lack of cooperation and discipline between employees. This condition has a negative impact on employee performance. Performance is a description of achieving organizational goals through strategic planning. Performance measurement is necessary to assess the success of individuals or organizations, on dataPerformance Assessment of Regional Drinking Water Company Employees in Depok City shows a decline in performance from 2020-2021, especially in work discipline.

Workloads that do not comply with the Labor Law also affect performance. In addition, inadequate rewards can reduce employee motivation. Then on Data from the Reward Presurvey Results for Depok City Regional Drinking Water Company Employees show that Employees complain about wages that do not match the UMP, salaries that do not reflect workload, and a lack of bonuses or recognition for their performance. Rewards must be given fairly according to the achievements of each employee, including incentives appropriate to their position.

Lots matter What can be done is to improve the flow of good internal communication with employees in an organization, where the most important thing is fair treatment and the provision of rights according to what should be determined. The following is a research gap in this research.
Based on the Gap Research above, there are differences in findings regarding the influence of Workload and Rewards on Employee Performance and Job Satisfaction between different studies. The research gap in this study may be found in these findings. There is a discrepancy in the findings between previous studies regarding the effect of workload on employee performance. In addition, there is research that shows the positive influence of rewards on job satisfaction, which may be the basis for asking the question of how job satisfaction mediates the relationship between rewards and employee performance in the context of drinking water companies in Depok City.

Looking at the phenomena and supporting data that have been obtained, it is hoped that this research can find solutions that are beneficial for the company as a whole at the Depok City Regional Drinking Water Company, so that it can improve job satisfaction and the factors that influence it so that researchers are interested in conducting research with the title The Influence of Workload and Rewards on Employee Performance at the Regional Drinking Water Company in Depok City Through Job Satisfaction as an Intervening Variable.

2 LITERATURE REVIEW AND HYPOTHESIS

2.1 LITERATURE REVIEW

2.1.1 Employee Performance

According to Pabundu in Busro (2018: 88) "performance is a result produced by an employee which is interpreted to achieve the expected goals. Performance can also be interpreted as the result of the work function/activities of a person or group in an organization which is influenced by various factors to achieve organizational goals within a certain time period." According to Mangkunegara in Budiasa (2021:14), performance...
is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to Hamali (2016:98) "performance is the output produced by the functions or indicators of a job or profession within a certain time". Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contributes to the economy. Performance is about doing work and the results achieved from that work. Performance is about what is done and how to do it. Meanwhile, according to Hasibuan in Sudaryo (2018:203) says that performance is a work result achieved by a person in carrying out the tasks given to him.

2.1.2 Job satisfaction

According to Abdelhay, S., Haider, S., Abdulrahim, H., & Marie, A. (2023), "emphasizing job satisfaction is a general attitude towards a person's work that shows the difference between the amount of appreciation workers receive and the amount they believe they should receive".

Handoko in Sutrisno (2016: 75), "states that job satisfaction is a pleasant or unpleasant emotional state for employees regarding their work. Job satisfaction reflects a person's feelings towards his job. This can be seen in the employee's positive attitude towards work and everything they encounter in their work environment."

Prayogo (2019) Job satisfaction is an emotional attitude that is pleasant and loves one's job. Employee job satisfaction must be created as well as possible so that employee work morale, dedication and discipline can increase. Nurhayati (2016) stated that Job Satisfaction is an expression of employee satisfaction regarding how their work can provide benefits to the organization, which means that what is obtained at work meets what is considered important.

3 WORKLOAD

According to Mahwati (2021:4) "workload is the volume of work imposed on workers both physically and mentally and is their responsibility. Every job is a burden for the perpetrator and each worker has their own ability to handle their workload as a workload which can be in the form of physical, mental or social workload."

According to Sunarso in Rolos, et al., (2018:21) "workload is a collection or number of activities that must be completed by an organizational unit or position holder
within a certain period of time." Meanwhile, according to Kurnia in Irawati and Carollina (2017: 52) "workload is a process of analyzing the time used by a person or group of people in completing the tasks of a job (position) or group of positions (work unit) which are carried out under conditions /normal condition”.

According to Putra, R. B., Aima, H., & Yulasmi. (2023), workload is doing too much work compared to the time available or doing work that is too difficult for employees to do. According to Munandar in Aprilia (2017:91) workload is the tasks given to workers or employees to be completed at a certain time using the skills and potential of the workforce.

3.1 REWARDS

According to Riva‘i in Busro (2018:315) "reward is a stimulus or motivation to improve the performance achieved by someone who generally realized in the form of financial (monetary incentives) such as providing incentives, allowances, bonuses and commissions”. According to Simamora in Aprilius (2022: 28) "a reward is an incentive that links payment on the basis of being able to increase employee productivity in order to achieve a competitive advantage."

 Rewards can also be understood as a form of reward given to employees who are able to obtain certain achievements that are beneficial for the company or organization in financial and non-financial forms in order to increase employee enthusiasm, motivation, commitment, and be able to influence other employees to do better, so that there is positive competition between employees (Busro, 2018:315). According to Irham Fahmi
The Influence of Workload and Rewards on Employee Performance at the Regional Drinking Water Company in Depok City Through Job Satisfaction as an Intervening Variable

(2017:64) reward is a form of remuneration given to an employee for the work performance carried out, both financial and non-financial.

Based on this framework of thinking, the following research hypothesis can be formulated:

1. It is suspected that there is an influence of workload on employee performance at the Depok City Regional Drinking Water Company.
2. It is suspected that there is an influence of rewards on employee performance at the Depok City Regional Drinking Water Company.
3. It is suspected that there is an influence of workload on job satisfaction at the Depok City Regional Drinking Water Company.
4. It is suspected that there is an influence of rewards on job satisfaction at the Regional Drinking Water Company in Depok City.
5. It is suspected that there is an influence of Job Satisfaction on Employee Performance at the Depok City Regional Drinking Water Company.
6. It is suspected that there is an influence of workload on employee performance at the Depok City Regional Drinking Water Company which has an impact on job satisfaction.

It is suspected that there is an influence of rewards on employee performance at the Regional Drinking Water Company in Depok City which has an impact on job satisfaction.
4 RESEARCH METHODS

This research has a quantitative approach, descriptive and associative type. It said approach quantitative because the approach used in the research proposal, process, hypothesis, going into the field, data analysis and data conclusions up to writing uses aspects of measurement, calculation, formulas and certainty of numerical data. This research is descriptive research because it aims to create imagery/paintings/descriptions regarding the facts and characteristics of a particular population or area in a systematic, factual and thorough manner (Ginting, 2018:55). Meanwhile, it is said to be associative research because this research connects two or more variables. (Ginting, 2018:57)

Meanwhile, according to Sugiyono (2018:115) population is a region generalization which consists of: an object or subject that has certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study is 84 employees at the Depok City Regional Drinking Water Company.

In this research, the sampling technique used was a census, where all members of the population were sampled. By using a saturated sampling technique, as many samples as 84 employees at the Depok City Regional Drinking Water Company.

Research hypothesis testing was carried out using a Structural Equation Model (SEM) approach based on Partial Least Square (PLS). PLS is a component or variant-based structural equation model (SEM). Structural Equation Model (SEM) is a field of statistical study that can test a series of relationships that are relatively difficult to measure simultaneously. The analysis method in this research was carried out using the Structural Equation Model (SEM). The model used is multiple regression analysis.

5 RESEARCH RESULTS AND DISCUSSION

5.1 OUTER MODEL EVALUATION

5.1.1 Testing Validity

Validity testing is carried out by calculating convergent validity and discriminant validity. Convergent validity is known through loading factors. An instrument is said to meet the convergent validity test if it has a loading factor above 0.5. The results of convergent validity testing are presented in the following table:
Based on the table 2 above, it can be seen that all indicators that measure the variables Workload, Reward, Employee Performance and Job Satisfaction have a loading factor value greater than 0.5. Thus, this indicator is declared valid in measuring the variables Workload, Reward, Employee Performance and Job Satisfaction.

Validity convergent Apart from being able to be seen through the loading factor, it can also be seen through Average Variance Extracted (AVE). An instrument is said to meet the convergent validity test if it has an Average Variance Extracted (AVE) above 0.5. The results of convergent validity testing are presented in the following table:

<table>
<thead>
<tr>
<th>Variable</th>
<th>Average Variance Extracted (AVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workload</td>
<td>0.742</td>
</tr>
<tr>
<td>Rewards</td>
<td>0.716</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.659</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.728</td>
</tr>
</tbody>
</table>

Based on the table 3 above, it can be seen that the variables Workload, Reward, Employee Performance and Job Satisfaction produce an Average Variance Extracted
(AVE) value that is greater than 0.5. Thus, the indicators measuring the variables Workload, Reward, Employee Performance and Job Satisfaction are declared valid.

**a. Reliability Testing**

Calculation that can be used to test construct reliability are Cronbach alpha and composite reliability. The test criteria state that if the composite reliability is greater than 0.7 and the Cronbach alpha is greater than 0.6 then the construct is declared reliable.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach's Alpha</th>
<th>Composite Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workload</td>
<td>0.884</td>
<td>0.920</td>
</tr>
<tr>
<td>Rewards</td>
<td>0.898</td>
<td>0.914</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.871</td>
<td>0.906</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.925</td>
<td>0.941</td>
</tr>
</tbody>
</table>

Sources: Output from Smart PLS, 2023

Based on the table 4 above, it can be seen that the composite reliability value for the Workload, Reward, Employee Performance and Job Satisfaction variables is greater than 0.7. Thus, based on composite reliability calculations, all indicators measuring the variables Workload, Reward, Employee Performance and Job Satisfaction are declared reliable. Furthermore, the Cronbach Alpha value for the Workload, Reward, Employee Performance and Job Satisfaction variables is greater than 0.6. Thus, based on Cronbach Alpha calculations, all indicators measure the variables Workload, Rewards, Employee Performance and Job Satisfaction.

**6 Goodness of Fit Model**

Goodness of fit model is used to determine the magnitude of the ability of exogenous variables to explain the diversity of endogenous variables, or in other words to determine the magnitude of the contribution of exogenous variables to endogenous variables. Goodness of fit model in PLS analysis is carried out using the coefficient of determination (R-Square). The Goodness of fit Model results are summarized in the following table.

<table>
<thead>
<tr>
<th>Variable</th>
<th>R Square</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Performance</td>
<td>0.907</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0.932</td>
</tr>
</tbody>
</table>

Sources: Output from Smart PLS, 2023
R-square Employee performance is worth 0.907 or 90.7%. This can show that the diversity of employee performance can be explained by workload and rewards of 90.7%, or in other words the contribution of workload and rewards to employee performance is 90.7%, while the remaining 9.3% is the contribution of other factors not discussed in this research.

R-square Job Satisfaction is worth 0.577 or 57.7%. This can show that the variation in Job Satisfaction can be explained by Workload, Rewards and Employee Performance of 57.7%, or in other words the contribution of Workload, Rewards and Employee Performance to Job Satisfaction is 57.7%, while the remaining 42.3% is the contribution of other factors which is not discussed in this study.

7 Hypothesis test

Hypothesis testing is used to test whether there is a direct influence of the independent variable on the dependent variable. The test criteria state that if the path coefficient is positive and the p value is ≤ level of significance (alpha = 5%) then it is stated that there is a positive and significant influence of the exogenous variable on the endogenous variable. The results of hypothesis testing can be seen through the following table:

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Original Sample</th>
<th>T Statistics</th>
<th>P Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workload → Employee Performance</td>
<td>0.600</td>
<td>8.576</td>
<td>0.000</td>
</tr>
<tr>
<td>Rewards → Employee Performance</td>
<td>0.374</td>
<td>5.347</td>
<td>0.000</td>
</tr>
<tr>
<td>Workload → Job satisfaction</td>
<td>0.504</td>
<td>8.177</td>
<td>0.000</td>
</tr>
<tr>
<td>Rewards → Job satisfaction</td>
<td>0.486</td>
<td>7.497</td>
<td>0.000</td>
</tr>
<tr>
<td>Job satisfaction → Employee Performance</td>
<td>0.090</td>
<td>0.711</td>
<td>0.477</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Original Sample</th>
<th>T Statistics</th>
<th>P Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workload → Employee Performance → Job satisfaction</td>
<td>0.045</td>
<td>0.061</td>
<td>0.740</td>
</tr>
<tr>
<td>Rewards → Employee Performance → Job satisfaction</td>
<td>0.044</td>
<td>0.066</td>
<td>0.662</td>
</tr>
</tbody>
</table>

Sources: The Result from Smart PLS, 2023

Based on the hypothesis testing summary table above, the results can be explained as follows:

1. Influence Workload to Employee Performance

Influence Workload on Employee Performance produces an Original Sample value of 0.600 with a p value of 0.000. The test results show that the p value < level of
significance (alpha = 5%). This means that there is an influence of workload on employee performance.

2. Influence Reward to Employee Performance

Effect of Rewards on Employee Performance produces an Original Sample value of 0.374 with a p value of 0.000. The test results show that the p value < level of significance (alpha = 5%). This means that there is an influence of rewards on employee performance.

3. Effect of Workload on Job Satisfaction

Influence Workload on Job Satisfaction produces an Original Sample value of 0.504 with a p value of 0.000. The test results show that the p value < level of significance (alpha = 5%). This means that there is an influence of Workload on Job Satisfaction.

4. Influence Reward to Job Satisfaction

Influence Rewards for Job Satisfaction produce an Original Sample value of 0.486 with a p value of 0.000. The test results show that the p value < level of significance (alpha = 5%). This means that there is an influence of rewards on job satisfaction.

5. The Effect of Job Satisfaction on Employee Performance

Influence Job satisfaction on Employee Performance produces an Original Sample value of 0.090 with a p value of 0.477. The test results show that the p value > level of significance (alpha = 5%). This means that there is no influence of Job Satisfaction on Employee Performance.

6. Influence Workload on Employee Performance which has an impact on Job Satisfaction

Influence Workload on Employee Performance and its Impact on Job Satisfaction produces an Original Sample value of 0.460 with a p value of 0.045. The test results show that the p value > level of significance (alpha = 5%). This means that there is no influence of workload on employee performance which has an impact on job satisfaction.

7. Influence Rewards for Employee Performance which have an impact on Job Satisfaction

Influence Rewards for Employee Performance which have an impact on Job Satisfaction produce an Original Sample value of 0.044 with a p value of 0.508. The test results show that the p value > level of significance (alpha = 5%). This means that there
is no influence of rewards on employee performance which has an impact on job satisfaction.

6 CONCLUSION

Based on the analysis and discussion results in the chapter, the author will draw conclusions from the results of this research. The conclusions from the results of this research are as follows:

1. Workload influences employee performance, producing an Original Sample value of 0.600 with a p value of 0.000. The test results show that the p value < level of significance (alpha = 5%). This means that there is an influence of workload on employee performance.

2. Rewards influence on Employee Performance producing an Original Sample value of 0.374 with a p value of 0.000. The test results show that the p value < level of significance (alpha = 5%). This means that there is an influence of rewards on employee performance.

3. Workload influences Job Satisfaction, producing an Original Sample value of 0.504 with a p value of 0.000. The test results show that the p value < level of significance (alpha = 5%). This means that there is an influence of Workload on Job Satisfaction.

4. Rewards influence Job Satisfaction, producing an Original Sample value of 0.486 with a p value of 0.000. The test results show that the p value < level of significance (alpha = 5%). This means that there is an influence of rewards on job satisfaction.

5. Job satisfaction has no effect on employee performance, producing an Original Sample value of 0.090 with a p value of 0.477. The test results show that the p value > level of significance (alpha = 5%). This means that there is no influence of Job Satisfaction on Employee Performance.

6. Workload has no effect on employee performance and its impact on job satisfaction produces an original sample value of 0.460 with a p value of 0.045. The test results show that the p value > level of significance (alpha = 5%). This
means that there is no influence of workload on employee performance which has an impact on job satisfaction.

7. Rewards have no effect on Employee Performance which has an impact on Job Satisfaction resulting in an Original Sample value of 0.044 with a p value of 0.508. The test results show that the p value > level of significance (alpha = 5%). This means that there is no influence of rewards on employee performance which has an impact on job satisfaction.

**SUGGESTION**

The suggestions are as follows:

1. Companies need to carry out a comprehensive evaluation regarding the workload given to employees. Ensure that the workload given is in accordance with employee capacity and abilities. Provide training and development to employees to improve skills and efficiency in completing their tasks. Management needs to assess the need for additional personnel if the existing workload is too heavy for existing employees.

Companies need to review their existing reward systems to ensure that they are fair and motivating to employees. Consider providing rewards based on real performance achievements and based on clear criteria. Ensure that the salaries and allowances given to employees comply with applicable standards, such as the Provincial Minimum Wage (UMP) that applies in the region.

2. Carry out a thorough evaluation of the workload given to employees, including an analysis of the volume and complexity of tasks. Make sure employees have a balanced work schedule between working hours and rest time. Avoid giving excessive workloads on holidays or overtime without a clear reason.

3. Make sure every employee understands how they can qualify for rewards. Consider tailoring rewards to individual employee preferences or needs. For example, giving a choice between financial or non-financial rewards. Give awards in the form of verbal appreciation, public recognition, or certificates to employees who perform well.

4. Companies should conduct an in-depth analysis to understand why there is a mismatch between job satisfaction and employee performance. Identify
internal and external factors that may influence employee performance, such as workload, motivation, or working environment conditions. Review the company's performance management processes. Ensure that managers provide constructive feedback and support to employees.

5. Companies should review the methods and criteria used to assess employee performance. Ensure that performance appraisals reflect actual and relevant achievements. Continue to give awards and recognition to employees who perform well. This can increase job satisfaction and motivation.

Companies should review the company's existing reward programs, including the type and frequency of rewards. Set clearer and measurable criteria for giving rewards. Make sure that employees know exactly what is expected of them in order to earn rewards. Provide open communication regarding reward policies and how the company assesses performance.
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