



The Effect Of Work Stress And Work Discipline On Employee Performance With Work Motivation As An Intervening Variable At PT Hki Jakarta

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Abstract

This study aims to determine the effect of Work Stress and Work Discipline on Employee Performance with Work Motivation as an Intervening Variable at PT HKI Jakarta. This research is an explanatory research with a quantitative approach, and the methods used in this study are observation, questionnaires, interviews, and literature studies. The population in this study is a homogeneous limited population, namely PT HKI Jakarta employees as many as 68 permanent employees. The technique used in sampling using saturated sampling, so that the number of samples is 68 respondents. The data analysis technique is SEM (Structural Equation Modeling) using the Smartpls program.4. The results showed that work discipline did not have a significant influence on employee performance variables. Work discipline has a significant influence on work motivation variables. Work motivation has a significant influence on employee performance variables. Work stress has a significant influence on employee performance variables. Work stress has a significant influence on work motivation variables. Work discipline indirectly through work motivation as an intervening variable has a significant effect on the performance of PT HKI Jakarta employees. Work stress indirectly through work motivation as an intervening variable has a significant effect on the performance of PT HKI Jakarta employees.

Keywords:

Work Stress, Work Discipline, Work Motivation, Employee Performance

Introduction

PT Hutama Karya Infrastruktur (HKI) is one of the subsidiaries of state-owned PT Hutama Karya (Persero) (HK) in the field of construction services business. Established in



2015, HKI is a spin-off of HK's Road & Bridge Division which has been active since 1961 with a myriad of experience in the construction of roads, toll roads, bridges, and other similar works. Since 2015 until now, HKI has held a contract of approximately Rp40 trillion or equivalent to a kilometer length of around 387 km consisting of 8 sections. As a company that has a vision to become a Leading Integrated Construction Company in Indonesia, it will certainly be committed to becoming a leader in the construction industry in Indonesia with a focus on strong integration between various construction segments and certainly by maintaining the quality of employee performance, maintaining the quality of employee performance is a key factor to achieve this vision.

Performance is an important part in an organization or company agency. According to (A. P. Mangkunegara, 2013) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The success rate of the company in achieving goals depends on how well the results of the performance of its employees. If the results of employee performance are good, then the company's success rate in achieving its goals is higher. Conversely, if the worse the performance of employees, the lower the company's success rate in achieving its goals.

Many factors can influence a person's performance, one of which is work motivation. Motivation and performance are closely related and both are interrelated. In addition, many studies show that good motivation can make good performance as well (Rahim et al., 2017). Work motivation is very important for employees, managers or leaders because through high motivation, all tasks are carried out with enthusiasm and passion that causes optimal results to be achieved and can support the desired goals to be achieved effectively and efficiently.

Companies that should monitor all their operational activities. In this case, controls are implemented in order to help monitor the company's activities. Employee motivation can decrease due to decreased performance in them and opportunities to commit fraud. So that efforts to increase employee motivation and performance are by paying attention to work stress and work discipline. (Handoko, 2008) states that work stress and job satisfaction can affect the performance of the employees themselves, so it can be concluded that if work stress



can be managed properly it will make employees feel satisfied at work which has an impact on achieving maximum employee performance.

Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand that is associated with what he desires and whose outcome is perceived as uncertain and important in (Schuller, 1980) in research of (Sasono, 2004). All of these stress factors can have a psychological impact that leads to employee performance. Although basically the threat of employee work stress cannot be completely avoided which will eventually affect employee performance, this is where the role of company human resource management is to minimize the occurrence of work stress by motivating employees. The construction industry often involves high pressure, tight deadlines, heavy workloads, and significant physical demands. This can lead to high levels of stress among employees. High work stress can have a negative impact on employee performance. Employees who feel stressed may experience a decrease in work quality, decreased productivity, and difficulty in thinking creatively or innovatively and can cause a decrease in employee motivation and performance. With the increase in work stress, employee productivity will be disrupted or decreased (Harianto et al., 2008). Low motivation directly makes employee performance decrease (Sinambela, 2016).

Research by (Anatabinta, 2019) found that work stress has a significant influence on auditor motivation and performance. The results of the research by (Subchanifa et al., 2020) conducted say that motivation is influenced by work stress. (Naradhipa & Azzuhri, 2016) stated that work stress indirectly has a significant influence on employee performance through motivation. Research conducted by (Sutopo (2018) explains that there is a significant negative influence between work stress variables on performance. The results of the study were inconsistent. Thus, researchers want to examine work stress as a variable that influences motivation and work stress. This study is used to determine how much the influence of work stress affects the performance and role of the company to provide motivation so as to minimize work stress that occurs in order to improve employee performance. If this continuously happens without any improvement or management of work stress that occurs, it will have a negative impact on the company.



The next cause in paying attention to the decline in employee performance is work discipline. Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (M. S. P. Hasibuan, 2016). A high level of work discipline is essential to maintain efficiency, safety, and quality in project execution. Work discipline involves adherence to rules and procedures, good attendance, effective use of time, and commitment to assigned duties and responsibilities. Based on the results of an interview with Mr. Mar as the time keeper responsible for employee absenteeism, it is indicated that the decline in work discipline is characterized by behavior that does not comply with company rules such as employees arriving late, or leaving work early without a valid reason. The researcher did not get a detailed attendance schedule but from the interview with Mr. Mar it is known that usually employees who are late vary, some are always late and some are suddenly late that day.

Based on the above phenomenon, researchers are interested in conducting research with the title "The Effect of Work Stress and Work Discipline on Employee Performance with Work Motivation as an Intervening Variable at PT HKI Jakarta".

Literature review

Work Stress

According to stated (M. S. P. Hasibuan, 2016) that work stress is a tension that results in an imbalance in the psychological state of employees that can affect the way of thinking, emotions and their own condition. Work stress occurs due to excessive demands and pressure from the tasks given by the company. The higher the employee's work stress, the worse the impact on an employee's performance and can hinder the achievement of company goals and development.

Work stress is a condition of an employee where they have limited ability to deal with their duties and work (Saefullah, 2017). Meanwhile, according to (Fahmi, 2017) work stress is a condition that suppresses oneself and one's soul beyond the limits of his ability, so that if he continues to be left without a solution, this will have an impact on his health.



It can be concluded that the definition of work stress is a condition of tension or pressure experienced by someone in the work environment. This can occur when the demands of the job exceed the individual's ability to cope. Work stress can be caused by a variety of factors, such as excessive workload, tight time pressure, lack of control over work, conflict with co-workers or superiors, job uncertainty, or lack of social support.

Work Discipline

Work discipline refers to attitudes and behaviors that are organized, consistent, and organized in carrying out job duties and responsibilities. This involves adherence to rules, policies, procedures, and norms applicable in the workplace. According to (Sutrisno, 2016) discipline is a person's behavior in accordance with regulations, existing work procedures or discipline is attitudes, behaviors, and actions that are in accordance with the regulations of the organization both written and unwritten. While . (M. Hasibuan, 2017) suggesting that work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Awareness is the attitude of a person who voluntarily obeys all rules and is aware of his or her duties and responsibilities.

(A. P. Mangkunegara, 2015) also explained that work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior in an effort to increase awareness of each person, and the willingness to comply with all applicable company regulations and norms. So it can be concluded that work discipline is an effort from the company's management organization to implement or execute rules or regulations that must be obeyed by all employees without exception.

Work Motivation

Motivation is formed from the attitude of employees in dealing with work situations in the company. Motivation is a condition or energy that moves employees who are directed or directed to achieve the company's organizational goals. The mental attitude of employees who are pro and positive towards the work situation is what strengthens their work motivation to achieve maximum performance. According to (Robbins & Judge, 2015), stated that motivation is the willingness to expend a high level of effort to an organizational goal conditioned by that effort's ability to meet some individual need.



According to (Handoko, 2014) position that motivation comes from the Latin word "movere" which means "drive" or "driving force". This motivation is only given to humans, especially to subordinates or followers. Basically, companies not only expect employees who are capable, capable and skilled, but most importantly they are willing to work hard and want to achieve optimal work results. Work motivation is an internal or external drive that affects a person's behavior in achieving goals and high performance in the work environment. Strong motivation can increase productivity, work quality, job satisfaction, and create a positive work environment.

Employee Performance

Performance is an important part in an organization or company agency. Performance can be interpreted as an overview of the level of achievement of the implementation of the goals, objectives, mission, vision of the company's organization as stated in the strategy plan of an organization. Employee performance is not just information to be able to do promotions or determine salaries for the company. But how companies can motivate employees and develop a plan to correct performance slumps can be avoided.

According to (A. A. A. P. Mangkunegara, 2016) performance is the result of work both in quality and quantity achieved by an employee in performing duties in accordance with the responsibilities given to him. Then according to (Siagian, 2016) performance as an overall one's ability to work in such a way as to achieve work goals optimally and various goals that have been created with sacrifices that are proportionally smaller than the results achieved. Furthermore, (Zainai, 2019) states that performance is the result of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or target criteria that have been determined in advance and have been mutually agreed. While according to (Robbins & Judge, 2015) performance is the answer to the question of what results a person achieves after doing something.

Performance is the result of work achieved by an employee, in a management process or an organization as a whole, where the results of the work must be shown concrete evidence and can be measured by predetermined standards (Sedarmayanti, 2014). (Wibowo, 2011) states that performance comes from the notion of performance, there are also those who



provide the understanding of performance as a result of work or work performance . Performance is the embodiment of ability in the form of real work. In conducting employee performance appraisals, measures are needed that help make appraisals easier to do. (Indahingwati & Nugroho, 2020) suggests that employee performance can be measured through five indicators, namely quantity of work, quality of work, punctuality, attendance, and cooperation.

Method

The type of research used is explanatory research with a quantitative approach. According to (Sugiyono, 2018) quantitative research is defined as a research method used to examine a certain population or sample. The variables used in this study are causal. The location of the research was carried out at a construction company, namely PT HKI Jakarta. Population is a combination of all elements in the form of events, things, or people that have similar characteristics that are the center of attention of researchers. According to (Sugiyono, 2018) Population is an object or subject that is part of a generalization area that has certain quantities and characteristics that the author sets to study and draw conclusions. The population in this study is a homogeneous limited population, namely PT HKI Jakarta employees as many as 68 permanent employees. The sample is the part that represents the population used as research material. The technique used in sampling using saturated sampling is a sampling technique if all members of the population are used as samples (Sugiyono, 2018). So the sample used was 68 samples from all members of the population.

In this study, analysis with structural equations or better known as SEM (Structural Equation Modeling) is used, where each dependent variable (Y) is uniquely determined by a set of independent variables (X). SEM is a statistical model that provides computational estimates of the strength of hypothetical relationships between variables in a theoretical model, either directly or through intervening or moderating variables; SEM is a model that allows testing a more complicated circuit or network model.(Haryono, 2017)

Results And Discussion



Evaluation of the Measurement Model (Outer Model)

Outer model analysis is carried out to ensure that the measurement used is suitable for measurement (valid and reliable).

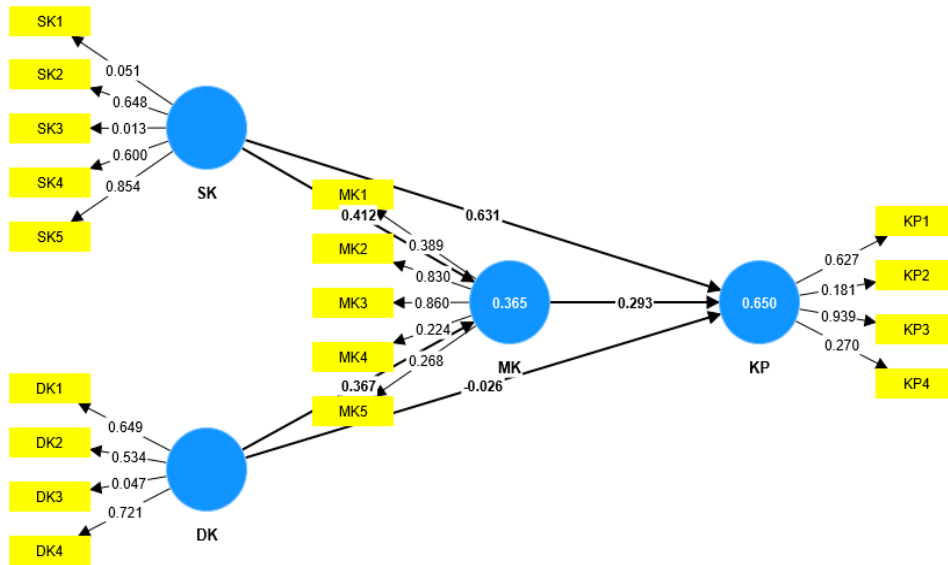


Figure 1. Diagram Path

Convergent Validity

The validity testing procedure is convergent validity, namely by correlating the item score (component score) with the construct score which then produces a loading factor value. The loading factor value is said to be valid if the component or indicator correlates more than 0.70. Here are the outer loading values of each indicator on the research variables:

Table 1. Outer Loading Value

	DK	KP	MK	SK
DK1	0.649			
DK2	0.534			
DK3	0.047			
DK4	0.721			
KP1		0.627		
KP2		0.181		
KP3		0.939		
KP4		0.270		
MK1			0.389	
MK2			0.830	
MK3			0.860	



MK4			0.224	
MK5			0.268	
SK1				0.051
SK2				0.648
SK3				0.013
SK4				0.600
SK5				0.854

Based on the presentation of data in table 1 above, it is known that each indicator of many research variables has an outer loading value of > 0.7 . However, it can be seen that there are still several indicators that have an outer loading value of < 0.7 . According to Chin as quoted by Imam Ghozali, an outer loading value between $0.5 - 0.6$ is considered sufficient to meet the convergent validity requirements. The data above shows that there are no variable indicators whose outer loading value is below 0.5 , so all indicators are declared feasible or valid for research use and can be used for further analysis. The second test is seen from the value of composite reliability and cronbach alpha. Here are the calculation results:

Table 2. Composite Reliability, Cronbachs Alpha, Average Variance Extracted (AVE)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
DK	0.938	0.948	0.776	0.647
KP	0.921	0.933	0.882	0.589
MK	0.961	0.966	0.871	0.742
SK	0.960	0.965	0.746	0.738

Based on the presentation of data in table 2 above, it can be seen that the composite reliability value of all research variables > 0.7 . This result shows that each variable has met composite reliability so that it can be concluded that all variables have a high level of reliability.

Based on the presentation of data in table 2 above, it can be seen that Cronbach's alpha value of each research variable > 0.7 . Thus these results can show that each research variable has met the requirements of Cronbach's alpha value, so it can be concluded that the overall variable has a high level of reliability.

Based on the presentation of data in table 2 above, it is known that the AVE value of job training variables, leadership style, job satisfaction and employee performance > 0.5 . Thus it can be stated that each variable has a good discriminant validity.



Structural Model Evaluation (Inner Model)

Coefficient of Determinant (R-Square)

After conducting reflective measurement tests (Outer model), then evaluate the structural model (inner model). Structural model testing is done by looking at the R-square value to predict the strength of the structural model from its latent variables. Here's table 4.6 which is from the R-square:

Table 3. R-Square

	R-square	R-square adjusted
KP	0.645	0.628
MK	0.339	0.318

From table 3 the R-square value for the variable Work Motivation (MK) is 0.645 (64.5%), the value can be explained by factors including Work Stress (SK) and Work Discipline (DK) of 64.5% while the remaining 35.5% is explained by other variables outside the model. The R-square value of the Employee Performance (KP) variable is 0.339 (33.9%), the value can be explained by factors in the Work Motivation (MK) variable of 33.9% while the remaining 66.1% is explained by other variables outside the model.

Hypothesis Testing

Testing this hypothesis is based on the results of Partial Least Square (PLS) analysis by conducting a bootstrapping test. using a confidence level of 95% (alpha 5%) and a T-statistic with a T-table (1.96). The hypothesis in this study is if the value of T-statistic > t-table then the hypothesis is accepted, if T-statistics < confidence level (alpha = 0.5) then the hypothesis is accepted, if p-value > confidence level (alpha = 0.5) then the hypothesis is rejected. Based on the hypothesis test performed, the results of the hypothesis test are in table 4.7.

Direct Effect

Table 4. Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
DK -> KP	0.097	0.116	0.062	1.561	0.119
DK -> MK	0.308	0.317	0.101	3.049	0.002
MK -> KP	0.291	0.277	0.135	2.160	0.031



SK -> KP	0.742	0.748	0.080	9.223	0.000
SK -> MK	0.435	0.441	0.110	3.966	0.000

Based on table 4 above, it can be seen that:

1. The first hypothesis is that Work Discipline (DK) does not have a significant influence on the variable of Employee Performance (KP). The work discipline variable has a t-statistic value of 1.561 and a p-value of 0.119. The t-statistic value of the work discipline is smaller than the t-table value 1.96 ($1.561 < 1.96$), with a p-value of $0.119 > 0.05$, it is concluded that hypothesis 1 is rejected.
2. The second hypothesis is that Work Discipline (DK) has a significant influence on the variable of Work Motivation (MK). The work discipline variable has a t-statistic value of 3.049 and a p-value of 0.002. The t-statistic value of labor discipline is greater than the t-table value of 1.96 ($3.049 > 1.96$), with a p-value of $0.002 < 0.05$ it is concluded that hypothesis 2 is accepted.
3. The third hypothesis is that Work Motivation (MK) has a significant influence on the variable of Employee Performance (KP). The work motivation variable has a t-statistic value of 2.160 and a p-value of 0.031. The t-statistic value of work motivation is greater than the t-table value of 1.96 ($2.160 > 1.96$), with a p-value of $0.031 < 0.05$, it is concluded that hypothesis 3 is accepted.
4. The fourth hypothesis is that Work Stress (SK) has a significant influence on Employee Performance (KP) variables. The work stress variable has a t-statistic value of 9.223 and a p-value of 0.000. The t-statistic value of work stress is greater than the t-table value of 1.96 ($9.223 > 1.96$), with a p-value of $0.000 < 0.05$, it is concluded that hypothesis 4 is accepted.
5. The fifth hypothesis is that Work Stress (SK) has a significant influence on the variable Work Motivation (MK). The work stress variable has a t-statistic value of 3.966 and a p-value of 0.000. The t-statistic value of work stress is greater than the t-table value of 1.96 ($3.966 > 1.96$), with a p-value of $0.000 < 0.05$ it is concluded that hypothesis 5 is accepted.

Indirect Effect

Table 5. Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
DK -> MK -> KP	0.090	0.089	0.054	2.653	0.008
SK -> MK -> KP	0.127	0.122	0.071	3.780	0.005



Based on table 5 above, it can be seen that the results of indirect influence are as follows:

6. The influence of work discipline on employee performance at PT HKI Jakarta through work motivation as an intervening variable with a statistical t value of 2,653 which is greater than the t table (1.96) or $2,653 > 1.96$ and with a p value of $0.008 < 0.05$. This means that **Hypothesis 6 is accepted**. It can be concluded that work discipline indirectly through work motivation as an intervening variable has a significant effect on the performance of PT HKI Jakarta employees.
7. The effect of work stress on employee performance at PT HKI Jakarta through work motivation as an intervening variable with a statistical t value of 3,780 which is greater than t table 1.96 or $3,780 > 1.96$ and with a p value of $0.005 < 0.05$. This means that **Hypothesis 7 is accepted**. It can be concluded that work stress indirectly through work motivation as an intervening variable has a significant effect on the performance of PT HKI Jakarta employees.

Discussion

1. Work Discipline (DK) does not have a significant influence on the variable of Employee Performance (KP). That is, although there are still many employees who violate company working hours by arriving late and leaving early, this factor does not have a negative impact on their performance. In other words, the ability of employees to maintain a good level of performance does not depend directly on their compliance with the work schedule set by the company.
2. Work Discipline (DK) has a significant influence on the variable of Work Motivation (MK). Work discipline can have a significant influence on employee motivation. When employees enforce a high level of discipline, such as adhering to working hours, assigned tasks, and company rules, it can create an orderly and stable work environment. Good work discipline can provide clarity regarding the expectations and standards that must be met by employees, so they feel more organized and focused in carrying out their duties.
3. Work Motivation (MK) has a significant influence on the variable of Employee Performance (KP). Work motivation gives extra encouragement to employees to improve the quality of their work, creates a positive mental attitude, and stimulates initiative to achieve predetermined goals. Therefore, when work motivation is effectively applied, it can be expected that employee performance will improve significantly. Efforts to motivate employees by recognizing, rewarding, or creating uplifting working conditions can have a positive impact on their deliverables, and thus, support the achievement of overall organizational goals.
4. Work Stress (SK) has a significant influence on Employee Performance (KP) variables. Work stress can affect employee performance in various ways, including lowering



concentration levels, increasing fatigue levels, and can even trigger a decrease in motivation. Employees who experience excessive stress tend to face difficulties in carrying out job tasks efficiently, and this can be detrimental to achieving individual and organizational work targets.

5. Work Stress (SK) has a significant influence on the variable Work Motivation (MK). High work stress can cause a decrease in enthusiasm and interest in work, and can even reduce job satisfaction. In addition, when individuals feel burdened by job demands and excessive pressure, their intrinsic motivation to achieve goals and seek achievement in work may suffer.
6. Work discipline indirectly through work motivation as an intervening variable has a significant effect on the performance of PT HKI Jakarta employees. Work motivation, as an intervening variable, acts as an intermediary between work discipline and employee performance. A good level of work discipline can stimulate or contribute positively to an employee's intrinsic and extrinsic motivation. High motivation, in turn, can encourage employees to achieve set goals, making them more focused, initiative, and productive in their work.
7. Work stress indirectly through work motivation as an intervening variable has a significant effect on the performance of PT HKI Jakarta employees. Work stress, as a psychological and emotional burden, can negatively affect work motivation. Employees who experience high levels of stress may experience decreased morale, interest in work, and intrinsic motivation.

Conclusion

1. Work Discipline (DK) does not have a significant influence on the variable of Employee Performance (KP).
2. Work Discipline (DK) has a significant influence on the variable of Work Motivation (MK).
3. Work Motivation (MK) has a significant influence on the variable of Employee Performance (KP).
4. Work Stress (SK) has a significant influence on Employee Performance (KP) variables.
5. Work Stress (SK) has a significant influence on the variable Work Motivation (MK).
6. Work discipline indirectly through work motivation as an intervening variable has a significant effect on the performance of PT HKI Jakarta employees.
7. Work stress indirectly through work motivation as an intervening variable has a significant effect on the performance of PT HKI Jakarta employees.



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