

The Influence Work Overload And Job Stress Through Preceived Organization Support On Job Performance At Pos Regional Vi Makassar Employee

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Abstrak

This study aims to determine the effect of Work Overload and Job Stress Through Perceived Organizational Support on Job Performance at POS Regional VI Makassar Employees. This research is quantitative descriptive. The sample in this study were Oranger POS Regional VI Makassar which was divided into 2 offices, namely the Makassar main branch office and SPP Makassar with a total sample of 81 respondents consisting of mobile orangers, delivery oranges and counter oranges. The data sources used are primary data and secondary data. Data was collected by distributing questionnaires with validity and reliability tests on all statement items. Data processing uses the application of Statistical product and service solution (SPSS) version 25 and path analysis to test the significance of the direct and indirect effects between variables using the Sobel test and the results are significant. The results showed that all variables had a positive and significant effect and the highest coefficient value was 0.683, the indirect effect of Job Strees on Job Performance through Perceived Organization Support and the lowest, namely 0.347 The Direct Effect of Work Overload on Job Performance.

Keywords: *Work Overload, Job Stress, Perceived Organizational Support, Job Performance.*

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INTRODUCTION

The Indonesian Post Office, also known as PT Pos Indonesia, is a national postal institution that provides delivery services for letters, parcels and various financial services throughout Indonesia. As a state-owned company, the Indonesian Post Office has been operating for more than two centuries, playing a critical role in providing connectivity and communication services throughout the country. The Indonesian Post Office has an extensive network, with thousands of post offices spread throughout the Indonesian islands, including in remote areas, PT POS has 4,800 post offices throughout the province. And in the process of traveling this company has an oranger as the spearhead of services that are in direct contact with customers.

Human resources are resources that have a major role in every organizational activity. Even though the organization has adequate facilities and infrastructure, without the support of human resources, of course, every organizational activity will not run well. According to (Marihot and Hariandja, 2002) Human Resources is one very important factor in a company besides other factors such as capital. Therefore human resources must be managed properly to increase the effectiveness and efficiency of the organization. The very first thing that is done by

the organization is how to carry out HR planning such as detailed and technical matters regarding its employees so that later it will form good HR management such as how many employees,

During the pandemic that has been going on since the beginning of 2020, it has brought disaster to the world which has had a serious impact on health and various lines of life including from financial deposits, tourism and even the world of education at the same time so that there has been an extraordinary decline, especially in the business world which has experienced a decrease in income and even spent enough many employees to keep going but of course it is not so easy to deal with changes like this, therefore there are many things that must be done, such as innovating and upgrading existing resources so that they can adapt themselves in the midst of this pandemic, especially in the use of technology.

With the presence of this pandemic, many changes have occurred in adjusting every change in order to stay focused and increase good income as well as at the POS Indonesia area 6 Makassar which is engaged in the goods delivery sector which has also been affected by this pandemic so it is experiencing some difficulties. During the pandemic, there were several policies that occurred, such as changes in leadership structure, employee shifts, and unification of regional offices where the regional offices from 3 to 1 regional office where the combination was from Kalimantan, Papua and Makassar itself which was then based in the city of Makassar, so of course with this merger the workload will increase,

The phenomenon that occurred in this pandemic situation certainly made this company experience many struggles starting from Structuring, increased workload which is then stressful because the main tasks and additional tasks experienced during this pandemic are very heavy which if related to performance between workover loads explains that in the context of PT POS Indonesia region 6 Makassar it has a fairly heavy burden because during this pandemic there is a change in structure where when there is a change in structure this affects the leadership style and previous policies which have to be adjusted again to the policies of the new leadership and what is more difficult is doing additional tasks from 1 office to 3 regional offices and of course with this the company must be observant and able to see the capabilities of existing resources by making additional rules in the adjustment period. With a fairly heavy workload, on the other hand, the company must be able to provide good support for the continuity of employees who work where the relationship between organizational support is an important factor in seeing the performance of employees where the company must be able to see this responsibility well by considering every workload that experienced so that the company is able to provide good support in order to create a good performance among existing employees.

Employees or employees are an important element in determining the progress of a company or agency. Employees who are able to display optimal performance will help companies or agencies achieve their goals, so that every company tries to improve the performance of each of its employees. Employee performance is the result of work achieved by someone in carrying out the tasks assigned to achieve work targets. As according to Kasmir (2019: 182) performance is the result of work and actions that are achieved by fulfilling the tasks and responsibilities given within a certain period of time, whereas according to Afandi (2021: 83-84) performance is the willingness of a person or group of people to perform or improve activities in accordance with their responsibilities with the expected results.

In maintaining organizational stability to face global challenges and changes that occur, especially in development in the world of education, it is hoped that it will always exist and

continue to work. Likewise at the current POS office the number of permanent and contract employees at the VI regional POS office is 3927 employees divided in 3 regions namely Makassar, Kalimantan and Papua.

In achieving good performance, there are several criteria that must be fulfilled according to (Tjibrata et al, 2017) Performance is the quantity or quality produced by individuals or groups within the organization to achieve organizational goals. There are several performance indicators according to Kasmir (2019: 208–209), namely: Quality (Quality), namely performance measurement can be done by looking at the quality (quality) of work produced by a particular process. Quantity, namely to measure performance, can also be done by looking at the quantity (amount) that a person produces. Time, that is, for certain types of work, there is a deadline for completing the work. Furthermore, performance is the ability of an employee to carry out various variations of work according to the desired job criteria (Rimadiaz et al., 2017).

LITERATURE REVIEW

Human Resource Management

Human Resource Management is a forum for developing human beings to become potential resources so they can contribute to the organization. (Mangkunegara, 2013) Human resource management is a planning, organizing, coordinating, implementing and supervising the procurement, development, remuneration, integration and separation of labor in order to achieve organizational goals.

Marwansyah (2019) states that the function of human resource management includes human resource planning, recruitment or selection, HR development, compensation, occupational safety and health, industrial relations, and human resource research:

1. Human resource planning
2. Recruitment and Selection
3. Human Resource Development
4. Compensation
5. Occupational Health and Safety
6. Industrial relations
7. Human resources research

The process of human resource management is all processes related to efforts made starting from human resource planning, recruitment, signing of work contracts, placement of workers, to coaching and developing workforce in order to place and maintain workforce in certain positions and qualifications and responsible according to the requirements given to the workforce. Broadly speaking, the HR management process is divided into five main function sections which consist of:

1. Human Resource Planning
2. Procurement personnel
3. Personnel Development
4. Maintenance personnel
5. Personnel Utilization

Work Overload

According to Hart & Staveland (1988) in Tarwaka (2015), that workload is something that arises from the interaction between the demands of work environment tasks where it is used

as a workplace, skills, behavior and perceptions of workers. Workload can sometimes also be defined operationally on factors such as task demands or efforts made to measure work. However, it is not wise to only consider workload from one aspect, as long as the other factors are inter-related in complex ways.

Aspects of workload according to Gibson (2009)

1. Mental Demands

Mental demands, namely the potential that each individual has in receiving the information provided is limited, this can cause a person's level of work to reach a level of performance to be disrupted, if it continues to occur, the level of performance will decrease

2. Physical Demands

Physical demands are demands related to work that require direct physical use of energy and physical abilities of a person

3. Time Demands

Time demands are a natural thing related to the need for the amount or time given with the pressure on the job that is felt, time demands can produce good motivation but on the contrary if they cannot be managed properly then many mistakes will appear.

4. Performance

Performance is a success that a person gets if he can complete his work assignments from a superior.

5. Business Level

The level of effort is how much fighting power is carried out by individuals in carrying out their work. Where effort in this case includes mental and physical effort to carry out work.

6. Frustration Level

The level of frustration is a condition that causes individuals to feel unsafe, anxious, uncared for, and confused, as well as stressed and disturbed which causes doing work to feel more difficult and tough than before, but not with feelings of satisfaction, comfort, security, and satisfaction. the self that is felt during work feels lighter and feels time so quickly.

Job Stress

According to (Ekienabor, 2019) Work stress occurs due to interactions between individuals and the environment that produce emotional tension and affect a person's physical and mental condition. Stress comes from three different stressors, namely role conflict, role overload and ambiguity. Job stress arises because of the inability to meet the demands and expectations faced by someone.

According to Sunyonto (2013) said there are several factors that cause a person to experience work stress, including:

1. Physical Causes, with a bad physique, every work that is done is not optimal and it is easy to get carried away by emotions and cannot control itself.
2. Workload, with too much workload causes tension within oneself, causing stress
3. Freedom, with the freedom that is given is a pleasant thing, but some workers actually make them feel uncertain and unable to act

4. Difficulties. Difficulties often occur in a job due to a lack of understanding of duties and responsibilities as well as a lack of ability and even knowledge faced by workers.

Perceived Organizational Support

Perceived organizational support is organizational support that is assessed by employees regarding the extent to which the company values contribution, pays attention to welfare, and treats employees fairly which is formed based on employee experience of organizational policies and procedures. This support will affect the psychology of employees at work. The presence of a positive psychological condition in the employee will provide the best ability of the employee to the organization so that it can benefit the organization. According to Rhoades and Eisenberger (2002), perceived organizational support is the perception held by employees regarding the extent to which the organization assesses contribution, provides support, and cares about the welfare of its employees, as well as the willingness of the organization to assist employees in completing work and meeting the socio-emotional needs of its employees. According to Asfar and Badir (2017), perceived organizational support is the extent to which organizational support and concern for the welfare of employees in meeting their socio-emotional needs, for the contribution of employees to the organization.

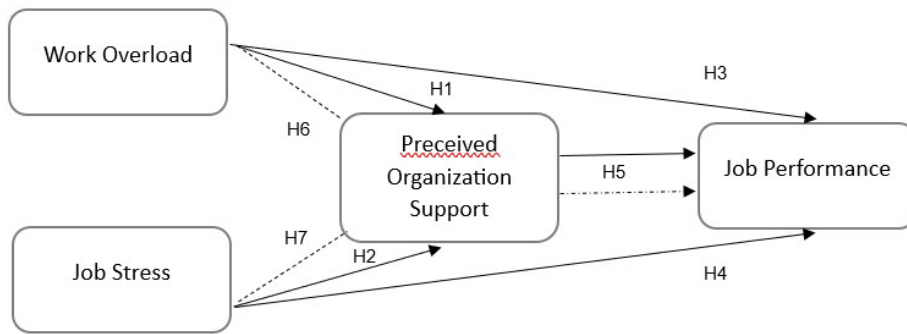
Job Performance

Job performance is an action taken by an individual to contribute to the goals of an organization (Hamid & Hassan, 2015). Performance is the quantity or quality produced by individuals or groups within the organization to achieve organizational goals (Tjibrata et al, 2017). Performance is an ongoing process carried out by individuals or teams to measure and identify performance in adjusting the strategic objectives of the organization (Aguinis, 2007). Furthermore, performance is the ability of an employee to carry out various variations of work according to the desired job criteria (Rimadiaz et al., 2017).

Performance Assessment Indicators According to (Mathis and Jackson, 2006) performance indicators are

1. Quantity of work, is how much work can be completed properly according to the tasks and work targets of each worker.
2. Quality of work, perfection of tasks on the skills and abilities of employees in carrying out their duties and responsibilities with good quality.
3. Timeliness, An activity that is completed from the beginning of time until it becomes output that can be seen properly and can be completed at a predetermined time by maximizing the time available for other activities.
4. Effectiveness, maximum utilization of resources and time in the organization to increase profits and reduce losses

Conceptual Framework



H1: Work Overload has a positive and significant effect on Perceived organization support for POS Regional VI Makassar employees.

H2: Job Stress has a positive and significant effect on Perceived organization support for employees of POS Regional VI Makassar.

H3: Work Overload has a positive and significant effect on Job Performance for POS Regional VI Makassar employees.

H4 : Job stress has a positive and significant effect on Job Performance for employees of POS Regional VI Makassar.

H5: Perceived organization support has a positive and significant effect on Job Performance for POS Regional VI Makassar employees.

H6: Work Overload has a positive and significant indirect effect on the Job Performance of POS Regional VI Makassar employees with Perceived organization support as an intervening variable

H7: Job stress has a positive and significant indirect effect on Job performance for POS Regional VI Makassar employees with received organization support as an Intervening variable

METHOD, DATA, AND ANALYSIS

Location and Research Design

In carrying out the research, the researchers determined the target location to be carried out at the Indonesian POS Office in Regional VI which is located in the city of Makassar, Jalan Andi Pangeran Pettarani Makassar where this office oversees 13 offices which are divided into 10 Main Branch Offices and 3 SPP offices spread across Kalimantan. 4 main branch offices and 1 SPP office, in Sulawesi there are 4 main branch offices and 1 SPP office, in Maluku there is 1 main branch office, in Papua there is 1 main branch office and 1 SPP office. In carrying out this research, data collection focused on the Makassar VI Regional Office, the Makassar Main Branch Office and the SPP Office in the Makassar area which took approximately 1 month for researchers to make various observations to find the required data.

Population or Samples

According to (Sugiyono, 2005) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics set by researchers to be studied and then conclusions drawn. Based on this research, in this study the population was several employees in each work unit with a high level of stress in Oranger positions (delivery,

counters and mobile) where non-organic employees totaled 101 people whose working period was 1 year and above and in.

Data Collection Method

Data collection techniques used in this study using documentation techniques. (Sugiyono, 2013) explained that documentation techniques are techniques used to obtain data and information through documents such as financial reports, journals, books, and so on which will later be processed further as research material. Documentation materials used can be in the form of electronic documents or printed documents.

Data Analysis Method

The research used by researchers is quantitative descriptive research. Descriptive studies (Sekaran and Bougie, 2017) are often designed to collect data that describe the characteristics of people, events, or situations, and this involves collecting quantitative data. So it can be concluded that quantitative descriptive research can be used to explain or describe the characteristics of people, events, or situations by involving the collection, analysis or processing of quantitative data in the form of meaningful numbers using statistical calculations, then drawing conclusions to describe the situation objectively. A quantitative approach is used to examine the relationship or influence between Exogenous (Independent) Variables (X) Endogenous (Dependent) Variables (Y) and Intervening Variables

RESULT AND DISCUSSION

Validity Test

The following are the results of the research variable validity test:

Tabel 1. Work Overload Table (X1)

No	Code Statements	rcount	rtable	Desc.
1	X1.1	0.490	0.217	Valid
2	X1.2	0.496	0.217	Valid
3	X1.3	0.377	0.217	Valid
4	X1.4	0.430	0.217	Valid
5	X1.5	0.579	0.217	Valid
6	X1.6	0.567	0.217	Valid
7	X1.7	0.523	0.217	Valid
8	X1.8	0.355	0.217	Valid
9	X1.9	0.342	0.217	Valid
10	X1.10	0.338	0.217	Valid
11	X1.11	0.653	0.217	Valid
12	X1.12	0.632	0.217	Valid

Source of results of data processing (SPSS) 2023

Table 2. Job Stress (X2)

No	Code Statements	rcount	rtable	Desc.
1	X2.1	0.507	0.217	Valid
2	X2.2	0.751	0.217	Valid
3	X2.3	0.767	0.217	Valid

4	X2.4	0691	0.217	Valid
5	X2.5	0.607	0.217	Valid
6	X2.6	0.450	0.217	Valid

Source of results of data processing (SPSS) 2023

Table 3. Perceived Organization Support (Y)

No	Code Statements	rcount	rtable	Desc.
1	Y. 1	0.715	0.217	Valid
2	Y.2	0.710	0.217	Valid
3	Y.3	0.720	0.217	Valid
4	Y.4	0.652	0.217	Valid
5	Y.5	0.820	0.217	Valid
6	Y.6	0.590	0.217	Valid

Source of results of data processing (SPSS) 2023

Table 4. Job Performance Table (Z)

No	Code Statements	rcount	rtable	Desc.
1	Z. 1	0.524	0.217	Valid
2	Z. 2	0.666	0.217	Valid
3	Z. 3	0.548	0.217	Valid
4	Z. 4	0.538	0.217	Valid
5	Z. 5	0.552	0.217	Valid
6	Z. 6	0.611	0.217	Valid
7	Z. 7	0.695	0.217	Valid
8	Z. 8	0.728	0.217	Valid

Source of results of data processing (SPSS) 2023

Reliability test

The following are the results of the variable reliability test:

Table 5. Reliability Test Table

Variable	Cronbach's Alpha	Information
Work Overload	0.693	Tall
Job Stress	0.674	Tall
Perceived Organizational Support	0.791	Tall
Job Performance	0.761	Tall

Source of results of data processing (SPSS) 2023

Path Analysis

Table 6. Path Model Analysis Table 1

Model 1	Variable	R Square	
	Work Overload, Job stress	.768	
Model 1	Independent Variable	Standardized Coefficients	Significance
	Betas		
Model 1	Work Overload	.483	.000

	Job Stress	.488	.000
Dependent Variable : Perceived Organizational Support (Y)			

Table 7. Path Model Analysis Table 2

Model 2	Variable	R Square	
	Work Overload, Job Stress, Perceived Organizational Support	.925	
Model 2	Independent Variable	Standardized Coefficients	Significance
		Betas	
	Work Overload	.347	.000
	Job Stress	.307	.000
	Perceived Organizational Support	.401	.000
Dependent Variable : Job Performance (Z)			

Sobel Test**Table 8.** Sobel Test Table

Work Overload – Perceived Organizational Support – Job Performance			
a	B	sa	sb
0.326	0.446	0.047	0.072
Test Statistics = 4.62019439			
std. Error = 0.00000192			
P-Value = 0.00000383			

The table above shows the significance value or probability (p – value) of the indirect effect of Work Overload (X1) on Job Performance (Y) through Perceived Organization Support (Z) as an intervening variable of 0.00000383. This value is smaller than 0.05 which means that Work Overload has a significant effect on Job Performance through perceived Organizational Support as an intervening variable

DISCUSSION**1. The Effect of Work Overload on Perceived Organizational Support.**

Based on the results of the analysis, a significance value of $0.00 < 0.05$ was obtained and the t count was $6,880 > 1,664$. These results indicate that the Work Overload variable has a positive and significant effect on Perceived Organization Support where the significant value of the Work Overload variable is 0.00 which is less than 0.05 and the calculated t value is greater than t table so that the variable has a positive effect.

Based on the results of research through interviews with employees in the field, they said that the workload they face is very large, considering that their work demands are very high because their position is the spearhead of the company, so their jobs require a high level of concentration and operational hours that must be utilized properly. considering their job description, one of which is delivering packages to their customers where in a day they must be able to deliver a minimum of 80 packages in order to reach the company's target, but even though like that, packages can be delivered more than 80 per day because of the large number

of packages arriving from customers, on the other hand, demands for delivery time is also a separate burden because it must be on time according to the receipt schedule according to the company's invoice and the other is the accuracy of delivery to addresses must be correct but what happens in the field are that there are many wrong addresses so it takes time to deliver their packages.

The presence of this organizational support is very important because it helps ease the burden on the people in the field and from the results of this study that the superiors have so far played a very important role in helping each of their employees starting from paying attention to welfare, health, infrastructure however in the field it has not been maximized so some employees still complain especially about regulations from an unknown company.

2. The Effect of Job Stress on Perceived Organizational Support

Based on the analysis results obtained a significance value of $0.00 < 0.05$ and t count of 6,961 > 1,664. this shows that job stress has a significant effect because the value of 0.00 is smaller than 0.05 and has a positive effect because the calculated t value is greater than t table. This is also supported by research conducted by Thorsteinsson, EB, Brown, RF, and Richards, C., (2014). Mohammad et al., (2013) stated that job stress has a positive effect on organizational support. Management support, organizational support (organizational support) helps in reducing or increasing stress on employees.

Based on research and data management from respondents, it shows that the stress level experienced by employees is very high, this is also related to the workload that must be borne by each employee. Some employees feel stressed because the number of packages is too much so that delivery must be on time making employees feel exhausted as well as employees who have public money or customer money when paying postage fees or package costs which are quite a large amount per day and this is stressful. if there is a calculation error and on the other hand if the package is very lacking and it makes the daily target not achieved but with the presence of this superior's support it makes employees help with policies that are really directed at employees thereby reducing stress levels but of course the implementation in the field is not optimal

3. The Effect of Work Overload on Job Performance

Based on the analysis results obtained a significance value of $0.00 < 0.05$ and t count of 6,805 > 1,664. this shows that the effect of work overload is positive and significant because the value of 0.00 is lower than 0.05 this is also the same as Harsa Arif (2022) in the results of this study explaining several indicators that affect employees at work such as work demands which often cause fatigue for employees, physical demands where certain working conditions can produce optimal work performance and time demands where long and irregular working hours create a burden for employees thereby reducing performance productivity.

Based on the results of data processing from the respondents' responses, it shows that the high workload experienced by each employee is due to several factors such as the number of packages that must be delivered, inaccurate address locations so that the duration taken is quite long, damaged goods or goods that are exchanged so that employees get a warning from a boss.

4. The Effect of Job Stress on Job Performance

Based on the analysis results obtained a significance value of $0.00 < 0.05$ and t count of 6,001 > 1,664. this shows that the job stress variable has a positive effect where the calculated t

value is greater than t table and is significant with a value below 0.05. This is also supported by research and data analysis where there are employees who experience stress when their workload piles up and several other factors that affect employee performance.

By looking at the research results through the distribution of questionnaires where the job stress variable is strongly influenced by anxiety and fear at work when making a mistake and feeling uneasy if you don't reach the target where everyone must be able to get the target per day according to the part they are working on. When they can't control it, it will affect their performance.

5. The Effect of Perceived Organizational Support on Job Performance

Based on the analysis results obtained a significance value of $0.000 < 0.05$ and t count of $6.187 > 1.664$. these results indicate that Perceived Organization Support has a significance value lower than 0.05 and has a positive effect on Job performance and this is supported by the results of research by sitti munawaroh that there is a positive and significant influence on employee performance due to the high attention from superiors to each employee even though it is not fully but with the support of this company increased employee performance increases. This is the same as what was said by According to Rhoades, Eisenberger, and Armeli (2001) perceptions of organizational support are defined as employees will form a basic belief regarding the extent to which the organization assesses the contribution of employees and cares about the welfare of employees, this definition is formed. the more positive organizational support, the performance of employees tends to increase conversely the more negative the support organization, the work performance experienced will be lower. What happens in the field is that there is a perception of natural organizational support by employees even though it is not optimal to reach all organizational needs, so the organization must improve the organizational system so that the employee performance experienced can also increase. the more positive organizational support, the performance of employees tends to increase conversely the more negative organizational support, the lower the work performance experienced. What happens in the field is that there is a perception of natural organizational support by employees even though it is not optimal to reach all organizational needs, so the organization must improve the organizational system so that the employee performance experienced can also increase. the more positive organizational support, the performance of employees tends to increase conversely the more negative organizational support, the lower the work performance experienced. What happens in the field is that there is a perception of natural organizational support by employees even though it is not optimal to reach all organizational needs, so the organization must improve the organizational system so that the employee performance experienced can also increase.

6. The indirect effect of Work Overload on Job Performance through Perceived Organizational Support as an intervening variable

Based on the analysis results obtained a significance value of $0.00 < 0.05$ and t count of $4.62 > 1.96$. This shows that the indirect effect of the work overload variable is significant with a value of 0.00 below 0.05 and has a positive effect because the ni t count is greater than the t table. By looking at the results of the analysis in this study, it illustrates that in the implementation process in the field with the results of the interviews, the result is that the workload faced by each employee makes them feel safe and comfortable because of good support from the company in responding to employee complaints so that with the

intervening variable this so that the performance is getting better even though the workload is high.

7. The indirect effect of Job Stress on Job performance through Perceived Organizational Support as an intervening variable

Based on the analysis results obtained a significance value of $0.00 < 0.05$ and t count of $4.63 > 1.96$. this shows that the indirect effect of the job stress variable is significant and has a positive effect with a significance value below 0.05 and the calculated t value is higher than the t table. This is the same as the results of research that has been conducted with analysis and field interviews with employees where the existence of intervening variables helps employees overcome their work stress so that their performance increases.

This indirect effect of Job stress indicates that with the heavy workload faced by orangers they can live well with good support from superiors so that their performance is also maintained properly, by looking at the results of research where superiors have tried to meet the needs the orangers but there are still limitations in implementation in the field

CONCLUSION

This study aims to determine the effect of work overload and job stress on job performance oranger and perceived Organizational support as an intervening variable at post region VI Makassar and based on the results of data analysis and processing, it can be concluded that all variables have a positive and significant effect

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