

THE INFLUENCE OF WORKLOAD, WORK ABILITY, AND JOB TRAINING ON EMPLOYEE PERFORMANCE AT PT SUMBER MAS INDAH PLYWOOD IN GRESIK

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Abstract

This study aims to analyze the effect of Workload, Work Ability, and Job Training on Employee Performance at PT. Sumber Mas Indah Plywood in Gresik. The research employs a quantitative approach with an associative research design. The population of this study consists of all employees of PT. Sumber Mas Indah Plywood in Gresik, while the sample is determined using a purposive sampling technique with a total of 61 respondents who work at the head office. Data collection techniques include questionnaire distribution using a Likert scale and documentation to support the research data. Data analysis techniques comprise data quality testing, classical assumption testing, multiple linear regression analysis, partial testing, simultaneous testing, and coefficient of determination analysis. The results indicate that Workload, Work Ability, and Job Training have a significant effect on Employee Performance, both partially and simultaneously, with Work Ability identified as the dominant variable, and most of the variation in Employee Performance can be explained by these three variables..

Keywords: Employee Performance, Job Training, Workload, Work Ability

INTRODUCTION

The importance of improving employee performance amid increasingly intense business competition has become one of the major challenges faced by companies, including PT. Sumber Mas Indah Plywood in Gresik. As a company operating in the wood processing industry and plywood manufacturing, PT. Sumber Mas Indah Plywood is confronted with the pressures of globalization and rapid market changes. In such a highly competitive environment, enhancing employee performance is a key factor in ensuring operational efficiency and organizational productivity. High employee performance directly contributes to the achievement of organizational goals and strengthens the company's competitiveness in an increasingly dynamic market.

Workload is one of the factors that influences employee performance. Workload can be defined as the amount or intensity of tasks that must be completed by an individual within a certain period of time (Santoso et al., 2023). Excessive or unbalanced workloads may lead to stress, decreased motivation, and a decline in employee performance. At PT. Sumber Mas Indah Plywood, particularly among head office employees, workloads often involve managing multiple projects simultaneously, preparing periodic reports, and coordinating across divisions, all of which require additional time and effort. Previous studies by Santoso et al. (2023) and Sugesti and Akbar (2023) indicate that high workload has a significant effect on employee performance, leading to reduced productivity and work quality. Therefore, it is essential for companies to manage workloads effectively in order to support optimal employee performance.

In addition to workload, work ability is another crucial factor in determining employee performance. Work ability refers to an individual's capacity to perform assigned tasks by utilizing their skills, knowledge, and experience (Budiyatno et al., 2022). At PT. Sumber Mas Indah Plywood, head office employees are required to possess strong managerial, communication, and problem-solving skills. The ability to manage large projects and complete tasks efficiently is essential to achieving optimal outcomes. Research conducted by Budiyatno et al. (2022) demonstrates that work ability has a significant influence on performance, as employees with higher levels of competence are able to complete tasks more effectively and efficiently.

Job training is another factor that plays a significant role in enhancing employee performance. Job training is defined as a process designed to improve employees' skills, knowledge, and competencies so that they can perform their duties more effectively. PT. Sumber Mas Indah Plywood provides various training programs for head office employees, including managerial training, leadership development, and training related to the latest technologies supporting the plywood industry. These training programs aim to enhance employee capabilities and prepare them to adapt to changes and challenges in the workplace. Studies by Fahrozi et al. (2022) and Insania et al. (2025) indicate that job training has a significant effect on employee performance, as effective training improves employee skills, which ultimately contributes to increased productivity and efficiency. This research is important because it provides deeper insights into the effects of workload, work ability, and job training on employee performance at PT. Sumber Mas Indah Plywood, particularly among head office employees. By understanding the relationships among these factors, the company can develop more effective human resource management policies, including appropriate training programs and more balanced workload arrangements. The findings of this study are expected to contribute to the overall improvement of employee performance, which in turn will strengthen the company's position in facing industrial competition.

LITERATURE REVIEW

Workload

According to Tarwaka, as cited in Santoso et al. (2023), workload is a concept that arises from the interaction between the demands of tasks that must be completed, the work environment in which the tasks are carried out, and the workers' skills, behaviors, and perceptions of the job. Workload reflects the extent to which job demands are matched with an individual's capacity to perform the required tasks effectively. Furthermore, Sugesti and Akbar (2023) define workload as the amount of tasks or work that become the responsibility of an individual or an organizational unit in achieving predetermined objectives. In this context, workload represents the level of effort required to fulfill job responsibilities within a given period of time.

Work Ability

Timpe, as cited in Budiyatno et al. (2022), defines work ability as an individual's capacity or potential to perform various tasks that fall under their responsibility. Work ability consists of two main components, namely intellectual ability and physical ability. Intellectual ability refers to the mental capacity required for analytical thinking, problem solving, decision making, and performing tasks that demand intelligence and strategic thinking. In contrast, physical ability relates to an individual's capacity to carry out tasks that require stamina, agility, physical strength, and manual skills. Physical ability is strongly influenced by an individual's physical condition, including age, health status, and overall fitness level.

Job Training

According to Rivai, as cited in Fahrozi et al. (2022), training is a process carried out systematically to change employees' behavior with the objective of achieving organizational goals. Job training is a systematically designed process aimed at improving employees' ability to perform their duties and responsibilities, with a particular emphasis on developing the skills and knowledge required for effective job performance (Insania et al., 2025).

Performance

Byars and Rue, as cited in Budiyatno et al. (2022), describe performance as the outcome of effort that is modified by various factors, including ability, individual traits or characteristics, and an individual's perception of the role that must be performed. The effort referred to in this context involves the energy exerted by individuals, both physically and mentally, in carrying out their work-related tasks.

METHOD

This study focuses on employees of PT. Sumber Mas Indah Plywood who work at the company's head office, with the objective of examining the effects of workload, work ability, and job training on employee performance. The research was conducted at the company's head office in Gresik, which functions as the center for administrative, managerial, and strategic decision-making activities. The population of this study consisted of all employees of PT. Sumber Mas Indah Plywood in Gresik, totaling 1,084 employees. The sample was selected using purposive sampling, resulting in 61 head office employees who were considered relevant to the research objectives due to their direct involvement in workload management, training activities, and performance outcomes.

The study utilized both primary and secondary data. Primary data were collected through questionnaires using a five-point Likert scale, while secondary data were obtained from company documents and related literature. Data analysis was carried out using multiple linear regression, preceded by data quality tests (validity and reliability). Hypothesis testing was conducted through partial (t-test) and simultaneous (F-test) analyses, along with the coefficient of determination (R^2), to ensure that the results regarding the influence of workload, work ability, and job training on employee performance were valid, reliable, and scientifically robust.

RESULTS AND DISCUSSION

Validity Test Result

The validity test aims to determine the extent to which the research instrument is capable of measuring what it is intended to measure. Validity reflects the accuracy of an instrument in representing the concept under investigation. In this study, validity testing was conducted using the Pearson Product Moment correlation method by correlating the score of each questionnaire item with the total score of the corresponding variable. An item is considered valid if the calculated correlation coefficient (r-count) is greater than the critical value (r-table). The results of the validity test in this study are presented as follows:

Table 1. Validity Test Results

No	Variable	Item	r-count	r-table	Result
1	Workload	Item 1	0,765	0,252	Valid
2	Workload	Item 2	0,751	0,252	Valid
3	Workload	Item 3	0,650	0,252	Valid
4	Workload	Item 4	0,747	0,252	Valid
5	Workload	Item 5	0,690	0,252	Valid
6	Work Ability	Item 1	0,591	0,252	Valid
7	Work Ability	Item 2	0,604	0,252	Valid
8	Work Ability	Item 3	0,630	0,252	Valid
9	Work Ability	Item 4	0,714	0,252	Valid
10	Work Ability	Item 5	0,673	0,252	Valid
11	Job Training	Item 1	0,714	0,252	Valid
12	Job Training	Item 2	0,680	0,252	Valid
13	Job Training	Item 3	0,771	0,252	Valid
14	Job Training	Item 4	0,769	0,252	Valid
15	Job Training	Item 5	0,750	0,252	Valid
16	Employee Performance	Item 1	0,711	0,252	Valid
17	Employee Performance	Item 2	0,743	0,252	Valid
18	Employee Performance	Item 3	0,591	0,252	Valid
19	Employee Performance	Item 4	0,633	0,252	Valid
20	Employee Performance	Item 5	0,709	0,252	Valid
21	Employee Performance	Item 6	0,624	0,252	Valid

The results of the validity test show that all 21 questionnaire items have r-count values greater than the r-table value of 0.252. This indicates that each item has a sufficient level of correlation with the total score of the variable being measured. Therefore, all questionnaire items are declared valid and appropriate for use as data collection instruments, as they are capable of accurately measuring the variables of workload, work ability, job training, and employee performance.

Reliability Test Results

The reliability test is used to measure the consistency of a research instrument. A reliable instrument is one that produces stable and consistent data when applied at different points in time. In this study, reliability testing was conducted using Cronbach's Alpha coefficient, where an instrument is considered reliable if the Cronbach's Alpha value exceeds 0.70. The results of the reliability test are presented as follows:

Table 2. Reliability Test Results

Cronbach's Alpha	N of Items
.914	21

The reliability test results indicate that the Cronbach’s Alpha value of 0.914 is higher than the minimum threshold of 0.70. This result demonstrates that the research instrument has a very high level of internal consistency in measuring workload, work ability, job training, and employee performance. Therefore, the instrument can be considered reliable and capable of producing consistent data when used repeatedly under similar conditions.

Results of Multiple Linear Regression Analysis

The purpose of the multiple linear regression analysis in this study was to examine the effects of workload, work ability, and job training on employee performance at PT. Sumber Mas Indah Plywood in Gresik, both simultaneously and partially. In addition, this analysis aimed to develop a mathematical model that explains the relationship between workload, work ability, job training, and employee performance. The results of the multiple linear regression analysis are presented as follows:

Table 3. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.083	1.899		.570	.571
Workload	.263	.106	.239	2.480	.016
Work Ability	.547	.107	.453	5.126	.000
Job Training	.353	.089	.326	3.973	.000

Based on the table above, the multiple linear regression equation obtained in this study is as follows:

$$Y = 1,083 + 0,263X_1 + 0,547X_2 + 0,353X_3$$

- Y = Employee performance
- X₁ = Workload
- X₂ = Work ability
- X₃ = Job training

The interpretation of the regression equation can be explained as follows:

1. The constant value of 1.083 indicates that when workload (X₁), work ability (X₂), and job training (X₃) are equal to zero or remain unchanged, employee performance (Y) is at a value of 1.083. This value represents the baseline level of employee performance in the absence of the influence of the three independent variables.
2. The regression coefficient for workload (X₁) is 0.263 and is positive, indicating that an increase in workload will lead to an increase in employee performance by 0.263 units, assuming that work ability and job training remain constant. Conversely, a decrease in workload will result in a decrease in employee performance by the same magnitude.
3. The regression coefficient for work ability (X₂) is 0.547 and is positive, meaning that any increase in work ability will increase employee performance by 0.547 units, assuming that workload and job training remain unchanged. Likewise, a decrease in work ability will lead to a decline in employee performance by 0.547 units.
4. The regression coefficient for job training (X₃) is 0.353 and is positive, indicating that an increase in job training will improve employee performance by 0.353 units, assuming that workload and work ability remain constant. Conversely, a decrease in job training will result in a decrease in employee performance by the same amount.

Partial Test Results

The purpose of the partial test in this study is to examine the effect of each independent variable—namely workload, work ability, and job training—on employee performance separately. This test is used to assess whether each independent variable has a statistically significant effect on the dependent variable. In addition, the partial test aims to provide insight into the individual roles of workload, work ability, and job training in explaining variations

in employee performance. Through this test, it is possible to identify which variable exerts the strongest influence on employee performance. Based on Table 3, the decisions of the partial test results in this study are as follows:

1. The significance value of workload is 0.016, which is lower than the significance level of 0.05. Therefore, workload has a significant partial effect on employee performance at PT. Sumber Mas Indah Plywood in Gresik.
2. The significance value of work ability is 0.000, which is lower than 0.05. This result indicates that work ability has a significant partial effect on employee performance at PT. Sumber Mas Indah Plywood in Gresik. Furthermore, the work ability variable has the highest standardized coefficient (Beta) value of 0.453 compared to the other independent variables, indicating that work ability is the dominant factor influencing employee performance.
3. The significance value of job training is 0.000, which is lower than 0.05. Based on this result, job training has a significant partial effect on employee performance at PT. Sumber Mas Indah Plywood in Gresik.

Results of the Simultaneous Test

The purpose of the simultaneous test in this study is to examine the combined effect of workload, work ability, and job training on employee performance at PT. Sumber Mas Indah Plywood in Gresik. Through this test, it can be determined whether workload, work ability, and job training simultaneously influence employee performance. The results of the simultaneous test are presented as follows:

Table 4. Results of the Simultaneous Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	178.482	3	59.494	66.119	.000 ^b
Residual	51.289	57	.900		
Total	229.770	60			

The results of the simultaneous test indicate that the significance value of 0.000 is lower than the significance level of 0.05. This finding demonstrates that workload, work ability, and job training simultaneously have a significant effect on employee performance at PT. Sumber Mas Indah Plywood in Gresik.

Results of the Coefficient of Determination Test

The purpose of the coefficient of determination test in this study is to determine the extent to which workload, work ability, and job training are able to explain variations in employee performance at PT. Sumber Mas Indah Plywood in Gresik. This test is used to measure the proportion of the contribution of the independent variables to the dependent variable, as indicated by the coefficient of determination value. By examining the coefficient of determination, it is possible to assess the extent to which changes in employee performance can be explained by workload, work ability, and job training, while the remaining variation is influenced by other factors outside the research model. The results of the coefficient of determination test are presented as follows:

Table 5. Results of the Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 ^a	.777	.765	.94858

The results of the coefficient of determination test indicate that the R Square value is 0.777, which is equivalent to 77.7%. This finding shows that workload, work ability, and job training are able to explain 77.7% of the variation in employee performance at PT. Sumber Mas Indah Plywood in Gresik. Meanwhile, the remaining 22.3% of the variation in employee performance is explained by other factors not included in this research model. These factors may originate from variables outside workload, work ability, and job training that also play a role in influencing employee performance but were not examined in this study.

DISCUSSION

The Effect of Workload on Employee Performance

The results of the partial test indicate that the significance value of workload is 0.016, which is lower than the significance level of 0.05. Based on this result, workload has a significant partial effect on employee performance at PT. Sumber Mas Indah Plywood in Gresik. This finding demonstrates that workload is one of the factors that plays an important role in influencing the level of employee performance within the company. Workload can be defined as the amount and intensity of tasks that must be completed by employees within a certain period of time (Santoso et al., 2023). Workload is associated with both physical and mental demands arising from daily work activities. When workload is managed proportionally and aligned with employees' capacities, employees are able to complete their tasks optimally. Conversely, poorly managed workload has the potential to reduce the quality of job performance.

At PT. Sumber Mas Indah Plywood in Gresik, particularly among head office employees, workload includes responsibilities related to administrative management, preparation of periodic reports, supervision of operational processes, and coordination across divisions. The demands to complete tasks within tight deadlines encourage employees to work in a more structured and efficient manner. Under these conditions, workload does not merely function as a source of pressure, but also motivates employees to improve discipline and time management, thereby contributing to enhanced employee performance. The workload regression coefficient of 0.263 indicates a positive relationship between workload and employee performance. This value suggests that any increase in workload will be followed by an increase in employee performance, assuming other variables remain constant. This positive relationship illustrates that workload which is clearly distributed and aligned with employees' roles can encourage better work outcomes at PT. Sumber Mas Indah Plywood in Gresik.

The Effect of Work Ability on Employee Performance

The results of the partial test indicate that the significance value of work ability is 0.000, which is lower than the significance level of 0.05. Based on this result, work ability has a significant partial effect on employee performance at PT. Sumber Mas Indah Plywood in Gresik. This finding demonstrates that work ability plays an important role in supporting the achievement of employee performance within the company. Work ability can be defined as an individual's capacity to perform job-related tasks, which includes the knowledge, skills, and experience required to complete tasks effectively (Budiyatno et al., 2022). Work ability reflects employees' readiness to meet job demands, whether technical or administrative in nature. Employees with adequate work ability tend to make appropriate decisions, manage their tasks more systematically, and resolve work-related problems more efficiently.

At PT. Sumber Mas Indah Plywood in Gresik, particularly among head office employees, work ability is essential in managing managerial activities, coordinating across divisions, and preparing organizational plans and reports. Employees are required to possess a strong understanding of business processes, effective communication skills, and analytical capabilities that support smooth operational activities. These abilities enable employees to complete tasks with higher levels of accuracy and timeliness, thereby positively influencing overall employee performance. The regression coefficient for work ability is 0.547, indicating a positive relationship between work ability and employee performance. This value suggests that any increase in work ability will be followed by an increase in employee performance, assuming other variables remain constant. Furthermore, work ability has the highest standardized coefficient (Beta) value of 0.453 compared to workload and job training. This finding indicates that work ability is the dominant factor influencing employee performance at PT. Sumber Mas Indah Plywood in Gresik.

The Effect of Job Training on Employee Performance

The results of the partial test indicate that the significance value of job training is 0.000, which is lower than the significance level of 0.05. Based on this result, the third hypothesis proposed in this study is accepted. Thus, job training has a significant partial effect on employee performance at PT. Sumber Mas Indah Plywood in Gresik. This finding indicates that job training plays an important role in improving the quality of employees' job performance. Job training can be defined as a planned process aimed at enhancing employees' knowledge, skills, and competencies so that they are able to perform their duties more effectively in accordance with organizational demands (Fahrozi et al., 2022). Job training serves as a means of human resource development, enabling employees to be better prepared to face changes in work methods, technological advancements, and increasingly complex job requirements. At PT. Sumber Mas Indah Plywood in Gresik, job training is provided to employees, particularly those working at the head office, in the form of managerial training, leadership development programs, and training related to the use of company technologies and work systems. These training programs assist employees in understanding work

procedures more systematically, enhancing decision-making abilities, and improving coordination across departments. This condition encourages employees to work in a more structured manner and in accordance with company operational standards, thereby contributing to improved employee performance. The regression coefficient for job training is 0.353, indicating a positive relationship between job training and employee performance. This value suggests that any increase in job training will be followed by an increase in employee performance, assuming other variables remain constant. This positive relationship demonstrates that continuously implemented job training programs are capable of enhancing employees' ability to perform their tasks more effectively at PT. Sumber Mas Indah Plywood in Gresik.

The Effect of Workload, Work Ability, and Job Training on Employee Performance

The results of the simultaneous test indicate that the significance value of 0.000 is lower than the significance level of 0.05. Based on this result, workload, work ability, and job training jointly have a significant effect on employee performance at PT. Sumber Mas Indah Plywood in Gresik. This finding demonstrates that the three independent variables are interrelated and complement one another in explaining variations in employee performance. Simultaneously, workload plays a role in regulating the intensity and responsibilities of tasks that must be completed by employees, work ability reflects employees' capacity to perform tasks in accordance with job demands, and job training serves as a means of developing employees' skills and knowledge. At PT. Sumber Mas Indah Plywood in Gresik, particularly among head office employees, these three factors are closely interconnected in supporting effective job performance. Well-managed workload, supported by adequate work ability and continuous job training, encourages employees to work in a more structured, focused, and productive manner.

The results of the coefficient of determination test show that the R Square value is 0.777, which is equivalent to 77.7%. This indicates that workload, work ability, and job training collectively explain 77.7% of the variation in employee performance at PT. Sumber Mas Indah Plywood in Gresik. This finding suggests that a substantial proportion of changes in employee performance can be explained by the three independent variables included in this study. Meanwhile, the remaining 22.3% of the variation in employee performance is explained by other factors not examined in this study, such as work motivation, leadership, work environment, or compensation systems. With a relatively high R Square value, the regression model used in this study demonstrates strong explanatory power in explaining employee performance. Therefore, the results of the simultaneous analysis provide a solid basis for understanding the role of workload, work ability, and job training in influencing employee performance at PT. Sumber Mas Indah Plywood in Gresik.

CONCLUSION

This conclusion is formulated to address the research objectives concerning the effects of workload, work ability, and job training on employee performance at PT. Sumber Mas Indah Plywood in Gresik, based on the results of the analyses conducted. The conclusions of this study are as follows:

1. Workload has a significant partial effect on employee performance at PT. Sumber Mas Indah Plywood in Gresik. The positive direction of the regression coefficient indicates that clearly defined and well distributed workload management is associated with improved employee performance. In practice, employees particularly those working at the head office are faced with diverse job responsibilities, including administrative management, reporting, and interdepartmental coordination. A structured workload encourages employees to work more efficiently and with greater discipline, which ultimately leads to better work outcomes.
2. Work ability has a significant effect on employee performance at PT. Sumber Mas Indah Plywood in Gresik. The positive regression coefficient suggests that the better the abilities possessed by employees, the higher the level of employee performance achieved. At PT. Sumber Mas Indah Plywood in Gresik, managerial, communication, and problem-solving skills are essential to support smooth organizational operations. Employees with strong knowledge and job-related skills are able to complete tasks more accurately, efficiently, and in accordance with company standards. Consequently, work ability emerges as the dominant factor in enhancing employee performance.
3. Job training has a significant effect on employee performance at PT. Sumber Mas Indah Plywood in Gresik. The positive regression coefficient indicates that continuous job training implementation is associated with improvements in employee performance. At PT. Sumber Mas Indah Plywood in Gresik, training programs such as managerial training, leadership development, and training in work-related technologies help

employees improve their understanding of job tasks and work procedures. This support enables employees to work more effectively and in alignment with organizational needs.

4. Workload, work ability, and job training simultaneously have a significant effect on employee performance at PT. Sumber Mas Indah Plywood in Gresik. The coefficient of determination results indicate that most of the variation in employee performance can be explained by these three variables, while the remaining variation is influenced by other factors outside the research model. This finding demonstrates that the model used has strong explanatory power in explaining employee performance, with work ability identified as the most dominant variable in supporting performance achievement at PT. Sumber Mas Indah Plywood in Gresik.

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