

## The Effect of Human Relations, Workload, and Work Stress on the Performance of Permanent Employees at Rumah Sakit Islam Purwokerto

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### ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh hubungan antarmanusia, beban kerja, dan stres kerja terhadap kinerja karyawan tetap di Rumah Sakit Islam Purwokerto. Populasi terdiri dari seluruh karyawan tetap, dengan sampel sebanyak 127 responden yang dipilih menggunakan purposive sampling berdasarkan kriteria tertentu, yaitu karyawan dengan masa kerja minimal satu tahun. Data dianalisis menggunakan regresi linier berganda, didukung oleh uji asumsi klasik, termasuk uji normalitas, multikolinearitas, dan heteroskedastisitas. Pengujian hipotesis dilakukan menggunakan uji *t* dan koefisien determinasi ( $R^2$ ). Hasil penelitian menunjukkan bahwa hubungan antarmanusia memiliki pengaruh positif dan signifikan terhadap kinerja karyawan, sedangkan beban kerja dan stres kerja memiliki pengaruh negatif dan signifikan. Penelitian ini diharapkan dapat memberikan implikasi manajerial untuk meningkatkan kinerja karyawan di rumah sakit.

**Kata Kunci:** Hubungan Antarmanusia, Beban Kerja, Stres Kerja, Kinerja Karyawan

### ABSTRACT

This study aims to analyze the effect of human relations, workload, and work stress on the performance of permanent employees at Rumah Sakit Islam Purwokerto. The population consists of all permanent employees, with a sample of 127 respondents selected using purposive sampling based on specific criteria, namely employees with a minimum working period of one year. Data were analyzed using multiple linear regression, supported by classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing was conducted using *t*-tests and the coefficient of determination ( $R^2$ ). The results indicate that human relations have a positive and significant effect on employee performance, while workload and work stress have negative and significant effects. This study is expected to provide managerial implications for improving employee performance at the hospital.

**Keywords:** Human Relations, Workload, Work Stress, Employee Performance

### INTRODUCTION

Service quality is one of the main issues in Indonesia, the quality of health services in hospitals is greatly influenced by the role of human resources, both health workers and non-health workers. According to (Salmiati & Endratno, 2023) Human resource management is a key to an organization. All forms of activities in an organization can be determined from its human resources, so that human resources play a very important role for the organization. A hospital is a health service institution that provides comprehensive individual health services that provide inpatient, outpatient, and emergency services (Anfal, 2020). Private hospitals in Purwokerto are competing to improve the quality of service to attract patients. One of the private hospitals in Banyumas Regency that is quite developed is the Purwokerto Islamic Hospital which is located at Jl. Mashuri No.39 Kalibogor, Rejasari, West Purwokerto District, Banyumas, Central Java. Purwokerto Islamic Hospital is a type C hospital, which is owned by an Islamic organization under the auspices of Muhammadiyah. This study is aimed at permanent employees of Purwokerto Islamic Hospital because permanent employees tend to have more stable roles and responsibilities, so the data obtained is more consistent. Purwokerto Islamic Hospital has 306 employees, including 185 permanent employees, 16 CPT contract employees, 98 1-year contract employees, 7 foundation employees and has 112 beds, and a total number of employees of 306, and the number of general practitioners 18, specialist doctors 36, health workers 162, and has 81 types of health services. The number of inpatient occupancy rates in 2022 is 8,255 patients, and in 2023 it is 12,788 patients. The number of outpatient occupancy rates

in 2022 is 70,929 patients, and in 2023 it is 99,909 patients. Based on the occupancy rate in the last 2 years, it can be concluded that the number of RSI Purwokerto patients has increased. One of the important resources for a hospital is Human Resources. Hospitals in providing good health services must be supported by infrastructure, effective managerial systems and human resources with high integrity. Human resources are an important factor in the survival of an organization. (Endratno & Afrizal, 2020). Therefore, human resources must be the main concern of hospitals to continue to improve their performance. According to (Susiarty et al., 2019) Performance is a work result produced by an employee or employee to achieve the expected goals in order to achieve the goals of the organization. Employees or employees in order to be able to carry out their work properly need supervision and provision of skills and expertise in their fields. Good employee performance will greatly support the achievement of organizational goals according to (Endratno & Afrizal, 2020), (Resta & Endratno, 2022), (Fitri & Endratno, 2021).

One of the factors that affects the level of employee performance is Human Relations. Human Relations is a good formal and informal relationship applied by leaders to their subordinates and fellow subordinates (employees) which aims to establish good cooperation, to achieve goals that have been agreed upon together. By creating good human relations, employees will feel more comfortable and there will be good cooperation between fellow employees and employees with superiors. The theoretical phenomenon of the influence of human relations on employee performance involves approaches and concepts that explain how social interactions and relationships between individuals in the workplace can affect performance, this approach emphasizes the importance of social relations in the workplace, showing that attention to employees can increase motivation and performance. The phenomenon of human relations that occurred at RSI based on the results of the interview, namely in the relationship between employees there is still a gap between seniors and juniors, old employees seem to feel smarter. Based on the results of previous studies conducted by (Anggreani, 2024), (Zebua et al., 2024), (Annisa et al., 2022), (Pranantya, 2024) stated that human relations have a positive and significant effect on employee performance. In contrast to the results of research conducted by (Febrianti & Amalia, 2024) which showed that the influence of human relations on employee performance had a negative and insignificant effect.

The second factor that affects performance besides human relations is workload. Workload is where individuals assess a task or activity demand that requires mental and physical activity that must be completed within a certain time, whether it has been done or not (Hermawan, 2022). The theoretical phenomenon regarding the effect of workload on employee performance is that a balanced workload can increase motivation and productivity. Conversely, excessive workload can cause fatigue and decreased performance. The workload phenomenon that occurs at RSI is the level of workload on employees of 80-90%, this results in the work methods used by employees being less conditioned. Based on previous research conducted by Farida, et al (2020), it states that workload has a positive and significant effect on employee performance. Other studies with different results were conducted by (Sulastri & Onsardi, 2020), (Rindorindo et al., 2019), (Hamidah & Mulyana, 2024), (Al Amin et al., 2024), (Uma & Swasti, 2024), (Putra et al., 2024), (Weni et al., 2023) who stated that workload has a negative and significant effect on employee performance.

In addition to human relations and workload, the third factor that affects performance is work stress. According to Arianty, et al (2016), work stress is a condition of tension experienced by employees or workers that can affect emotions, thought processes and a person's condition. Work stress can affect a person's ability to deal with work which can later hinder the achievement of expected performance and of course will be detrimental to leadership. The theoretical phenomenon regarding the effect of work stress on employee performance is that stress can cause decreased performance, concentration, creativity, and productivity. Stressed employees tend to be absent more often and are at risk of termination of employment. The phenomenon of work stress that occurs at RSI is the level of work stress in employees of 20-40%, this results in the work methods used by employees being less than optimal. Based on the results of previous research conducted by

(Simanjuntak et al., 2021) stated that work stress has a positive and significant effect on employee performance. Research conducted by (Sulastris & Onsardi, 2020), (Rindorindo et al., 2019), (Bulolo, 2021), (Hamidah & Mulyana, 2024), (Hasia & Sugiyanto, 2024), (Al Amin et al., 2024), (Weni et al., 2023) had different results, namely stating that work stress has a negative and significant effect on employee performance.

Based on the description of the problem and also the research gap, this study is a development of previous research conducted by (Sulastris & Onsardi, 2020) with the variable "Workload and Work Stress on Employee Performance" stating that there are 2 variables that have a significant negative effect on employee performance. The difference between this study and the previous one is that in this study the researcher added the Human Relations variable to expand the research, and in this study the researcher used the subject of the Purwokerto Islamic Hospital.

## RESEARCH METHOD

This study was conducted using a quantitative approach. The data collection technique in this study used a questionnaire that was distributed directly to respondents. This study was conducted on permanent employees of the Purwokerto Islamic Hospital, the population in this study were 185 permanent employees and a sample of 127 with the Slovin formula. The sample size calculated using the Slovin formula is approximately 126.32, so it is rounded up to 127 samples.

$$n = \frac{185}{1 + 185(0,05)^2}$$
$$n = \frac{185}{1 + 185(0,0025)}$$
$$n = \frac{185}{1 + 0,4625}$$
$$n = \frac{185}{1,4625} = 126,32 \approx 127$$

The sampling technique used was non-probability sampling with purposive sampling, which is a sampling technique carried out based on certain considerations. The data analysis used was multiple linear regression.

## SULTS AND DISCUSSION

### Respondent Characteristics

Respondent characteristics it can be concluded that out of 127 respondents, 75 of them are women, which shows that women are not discriminated against in terms of work and have equal positions. The majority of employees of Purwokerto Islamic Hospital are between 25-31 years old with 43 respondents indicating that they are included in the relatively young productive age group and the age of 18-24 years is 22 respondents, the age of 32-38 years is 34 respondents, 39-45 years is 16 respondents and the age > 46 years is 12 respondents. In addition, as many as 60 respondents have a D3 education, 43 respondents are high school graduates, 13 respondents are S1, 3 respondents are D4, 3 respondents are nurses and 5 respondents are pharmacists. Marital status also shows that 86 respondents are married, indicating that many employees work to meet the needs of their families. Respondents consisted of medical personnel, nurses, midwives and non-medical personnel, for non-medical personnel there were 68 respondents which means 53.54% of 127 employees, indicating that they are often involved in operational, administrative and management support that supports the daily functions of health facilities. The majority of respondents have a work period of between 1-4 years as many as 43 respondents, slightly different from a work period of >9 years with 42 respondents and a work period of <1 year totaling 13, 5-9 years totaling 29.

The characteristics of respondents also strengthen the findings of this study. The majority of employees are in the productive age range of 25–31 years, which indicates that they are physically and mentally capable of handling job demands. However, this productive age group is also more sensitive to workload and work stress, especially in dynamic work environments such as hospitals. In addition, the dominance of female employees (75 out of 127 respondents) reflects the common workforce composition in healthcare sectors, particularly in nursing and administrative roles. Female employees often have dual roles between work and family responsibilities, which can increase their vulnerability to work stress and workload pressures. Furthermore, most respondents have a working period of 1–4 years and more than 9 years, indicating a combination of relatively new and experienced employees. This condition can explain the gap between senior and junior employees found in the human relations variable. Differences in experience and tenure may lead to communication barriers and hierarchical perceptions, which ultimately affect employee performance. Therefore, the respondent characteristics in this study are highly relevant and provide empirical support for explaining the influence of human relations, workload, and work stress on employee performance.

**DISCUSSION**

Based on the results of the normality test, the value is 0.200, considering the predetermined significance level of 0.05, it can be concluded that the Asymp.sig value (2-tailed) is  $0.200 > 0.05$ . Therefore, based on these criteria, it can be concluded that the research data shows a normal distribution. The results of the analysis of each independent variable in the regression model have a tolerance value greater than 0.10 and a Variance Inflation Factor (VIF) value of less than 10.00. Specifically, a high tolerance value and a low VIF value indicate no indication of multicollinearity problems between independent variables in this regression model. This condition reflects that each independent variable can contribute independently without any multicollinearity interference that can affect the results of the analysis. Therefore, it can be concluded that the regression model used in this study provides an estimate of the relationship between the observed variables in a stable and accurate manner.

**Hypothesis Testing**

**Table 1. Partial T Test**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std.Error	Beta		
(Constant)	3,421	,529		6,470	,000
<i>Human Relations</i>	,445	,091	,353	4,887	,000
Workload	-,280	,083	-,283	-3,380	,001
Job Stress	-,206	,077	-,234	-2,689	,008

*Source: SPSS Output*

Based on the results of the analysis of the values (Sig.) of the human relations variables (X1), workload (X2) and work stress (X3) on the performance variable (Y), it can be concluded that the value is smaller than the threshold, namely 0.05, and the calculated T value is greater than the T table value, namely 1.657.

In the human relation variable (X1), the sig. value is  $0.000 < 0.05$ , and the T count value is  $4.887 > 1.657$ . So it can be concluded that the human relation variable (X1) has a significant positive influence on employee performance (Y).

For the workload variable (X2), the sig. value is  $0.001 < 0.05$ , and the T count value (-3.380)  $< 1.657$ . So it can be concluded that the workload variable (X2) has a significant negative effect on employee performance (Y).

In the work stress variable (X3), the sig. value is  $0.008 < 0.05$ , and the calculated T value (-2.689)  $< 1.657$ . So it can be concluded that the work stress variable (X3) has a significant negative effect on employee performance (Y).

**Table 2. Determination Coefficient Table (R2)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,694a	,482	,470	,465

Source: SPSS Output

Based on the analysis results, The R-square value is 0.482, meaning that 48.2% of employee performance is explained by the independent variables, while the remaining 51.8% is influenced by other variables.

**Table 3. Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3,421	,529		6,470	,000
Human Relations	,445	,091	,353	4,887	,000
Workload	-,280	,083	-,283	-3,380	,001
Job Stress	-,206	,077	-,234	-2,689	,008

Source: SPSS Output

The results of multiple linear regression analysis on the influence of human relations (X1), workload (X2) and work stress (X3) on performance (Y) obtained the following regression model:

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

$$Y = 3.421 + 0.445 X_1 - 0.280 X_2 - 0.206 X_3$$

Based on the results of multiple linear tests, the results of the most influential variables in this study were found to be the human relations variable with a Beta value of 0.445, then the variables that had no effect were followed by the workload variable with a Beta value of -0.280, then followed by the work stress variable with a Beta value of -0.206.

## Discussion

### The Influence of Human Relations on Employee Performance

Research results show that human relations have a significant positive effect on employee performance. The influence of human relations on employee performance can be explained through the balance theory proposed by Wexley KN and Yukl, G. (1992). This theory emphasizes the importance of balance between individual needs and organizational demands. The balance of needs according to Wexley and Yukl, when employees feel their personal needs (such as appreciation, recognition, and support) are met, they are more motivated to contribute positively in the workplace.

Good interpersonal relationships create a supportive work environment, increasing job satisfaction. The influence on performance of good relationships between superiors and subordinates, as well as between coworkers, can improve communication and collaboration. Employees who feel appreciated tend to be more productive and committed to organizational goals. Positive work environment, this theory also suggests that a positive work environment, built through good social interactions, contributes to reduced stress and conflict, which in turn improves employee performance. Overall, healthy relationships in the workplace can improve employee performance by creating an atmosphere that supports their psychological needs.

Human relations in this study are measured through several indicators such as communication quality, cooperation between employees, mutual respect, and harmonious relationships between superiors and subordinates. These indicators are relevant because effective communication and cooperation are fundamental elements in organizational interaction that directly affect employee performance. In the context of hospital services, good human relations are crucial as employees are required to work in teams and coordinate quickly in handling patients.

The phenomenon found at the Purwokerto Islamic Hospital shows that there is still a gap between senior and junior employees, where senior employees tend to feel more dominant. This condition reflects that the indicators of mutual respect and harmonious relationships have not been fully achieved. As a result, it can potentially hinder collaboration and reduce overall employee performance. Therefore, strengthening human relations through these indicators is essential to create a more supportive and productive work environment.

The results of this study support the results of research conducted by (Zebua et al., 2024), (Anggreani, 2024), (Annisa et al., 2022), (Pranantya, 2024) stating that human relations have a significant effect on performance. In contrast to the results of research conducted by (Febrianti & Amalia, 2024) which showed that the influence of human relations on employee performance had a negative and insignificant effect.

### **The Influence of Workload on Employee Performance**

The research results show that workload has a significant negative effect on employee performance. This means that workload does not affect employee performance. If the workload decreases, employee performance will increase. The effect of workload on employee performance can be explained through the balance theory. This theory emphasizes the importance of balance between input (effort and workload) and output (results and rewards). If the workload is too high without comparable rewards, employees may feel unfair. This can reduce motivation and performance. Conversely, a workload that is in accordance with abilities and adequate support can increase productivity. Excessive workload can cause stress and fatigue, which have a negative impact on employees' physical and mental health. In this condition, their performance will decline. Employees tend to compare their workload with their colleagues. If they feel the workload is unbalanced, this can trigger dissatisfaction and reduce performance. The right workload, which is challenging but not excessive, can motivate employees to work more efficiently. This is in accordance with the principle of balance, where effort and results must support each other. Thus, good workload management, in accordance with the principle of balance, is very important to maintain optimal employee performance.

Workload in this study is measured using indicators such as task demands, time pressure, and physical and mental workload. These indicators are important because they represent the extent to which employees must allocate their energy and time to complete their responsibilities. In hospital settings, employees often face high task complexity and tight deadlines, making workload a critical factor influencing performance. The phenomenon at Purwokerto Islamic Hospital indicates that employees experience a workload level of 80–90%, which suggests a relatively high workload. This condition reflects excessive task demands and time pressure, which can lead to fatigue and decreased

work effectiveness. When employees are overwhelmed, their ability to perform optimally decreases, which supports the finding that workload has a negative effect on performance.

The results of this study support the results of research conducted by (Sulastri & Onsardi, 2020), (Rindorindo et al., 2019), (Hamidah & Mulyana, 2024), (Al et al., 2024), (Uma & Swasti, 2024), (Putra et al., 2024), (Weni et al., 2023) which stated that workload has a significant negative effect on employee performance. However, this study is different from that conducted by Farida et al., (2020) which stated that workload has a positive and significant effect on employee performance.

### **The Impact of Work Stress on Employee Performance**

The research results show that work stress has a significant negative effect on employee performance. This means that work stress does not affect employee performance. The lower the work stress, the higher the employee performance. The effect of work stress on employee performance can be analyzed through the balance theory, which emphasizes the relationship between input (effort and workload) and output (results and rewards). Work stress occurs when the workload exceeds the employee's capabilities, or when the results received are not commensurate with the effort given. This imbalance can reduce motivation and performance. Excessive stress can interfere with focus and concentration, causing decreased productivity. Stressed employees tend to make more mistakes, which negatively impacts performance. Prolonged stress can lead to health problems, such as fatigue or psychological disorders. Poor health has a direct impact on employee performance. Thus, good stress management and creating a balance between workload and support can significantly improve employee performance.

Work stress is measured through indicators such as emotional pressure, work tension, and psychological fatigue. These indicators are relevant because they reflect the internal conditions experienced by employees when facing job demands. In healthcare organizations, stress levels tend to be higher due to the responsibility of handling patients and making quick decisions. The phenomenon found shows that employees experience stress levels ranging from 20–40%. Although categorized as moderate, this level of stress can still disrupt concentration and reduce productivity. This indicates that the indicators of emotional pressure and psychological fatigue are present among employees, which in turn negatively affects their performance. Therefore, managing work stress is crucial to maintain optimal employee performance.

The results of this study support the results of research conducted by (Sulastri & Onsardi, 2020), (Hamidah & Mulyana, 2024), (Hasia & Sugiyanto, 2024), (Al Amin et al., 2024), (Weni et al., 2023) stating that work stress has a significant negative effect on employee performance. In contrast to the results of previous research conducted by (Simanjuntak et al., 2021) which stated that work stress has a positive and significant effect on employee performance.

### **CONCLUSION**

Based on the discussion, it is concluded that the influence of human relations has a positive and significant effect, workload has a negative and significant effect, work stress has a negative and significant effect on employee performance. Purwokerto Islamic Hospital must prioritize good human relations according to this study, human relations by building effective communication that facilitates open dialogue between management and employees to improve good relations. This study has several limitations that can be reviewed by further research. This study has an Adjusted R Square value below 50% and only raises the variables of human relations, workload and work discipline, further research can test the role of other variables that can affect the level of performance. Purwokerto Islamic Hospital is strongly encouraged to implement a proportional and systematic workload management strategy, to mitigate work-related stress through comprehensive employee well-being programs, and to enhance employee performance by strengthening interpersonal relationships, providing continuous training, and establishing a structured reward system. Furthermore, an integrated approach that aligns workload management, work stress management,

and performance management is essential to improve organizational productivity and to ensure the delivery of high-quality healthcare services.

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