

THE INFLUENCE OF WORKLOAD AND ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF ASSEMBLY DEPARTMENT EMPLOYEES PT. SAKAE RIKEN INDONESIA

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Abstract. PT Sakae Riken Indonesia's Assembly Department faces performance challenges due to employees' difficulty in adapting to workload demands and a Japanese-style organizational culture that emphasizes efficiency and Kaizen. This study investigates how these factors influence employee performance. The research aims to analyze (1) the partial effect of workload, (2) the partial effect of organizational culture, and (3) their simultaneous impact on employee performance. A quantitative approach was employed, using saturated sampling (43 employees) and questionnaires analyzed via SPSS 26. Multiple linear regression was used to test hypotheses, with validity, reliability, and classical assumption tests ensuring robustness. Workload (sig. 0.003, $t=3.144$) and organizational culture (sig. 0.000, $t=4.353$) significantly improved performance individually, while together they explained 65% of performance variance ($F=14.613$, sig. 0.000). The study highlights the need for balanced workload management and cultural adaptation support, offering practical insights for automotive firms. Future research should explore mediating variables (e.g., job stress) and replicate findings in diverse industrial contexts.

Keywords: Workload; Organizational Culture; Employee Performance

INTRODUCTION

Economic and industrial growth in Indonesia is growing rapidly, making Karawang the center of attention for companies that set up factories and properties. Known as the "industrial city", Karawang has many industrial estates, such as KIIC, Surya Cipta, and Mitra Karawang. This development not only contributes to the growth of the local economy but also increases the need for a workforce with good quality work. Human resources are seen as a crucial factor that affects the effectiveness of the implementation of various activities in the organization (Fitriantini et al., 2019; Polakitang et al., 2019; Rindorindo et al., 2019).

PT Sakae Riken Indonesia is known as an automotive manufacturing company and was established in 2012 in Karawang, West Java. PT Sakae Riken Indonesia is one of the subsidiaries of several branches of international companies established by Sakae Riken Co., Ltd., Kogyo, Japan. The success of an organization in achieving targets and the ability to compete at the international level depend on the individual work ability of employees, in terms of quality or quantity, according to applicable standards. To realize the company's goals through human resources, a balanced workload and a supportive organizational culture play a significant role in improving employee performance. This combination can drive employees to achieve top performance, which ultimately helps achieve the company's vision and mission (Astria et al., 2015; Darmawan et al., 2021; HaHasibuan, Jasman sari, et al., 2019; Lesmana et al., 2023; Tomahua & Tannady, 2022). Employees are a vital element in an agency. Therefore, leaders have an important role in guiding, motivating, and managing employees so that the agency's goals can be adequately realized. Optimal work outcomes depend on management's awareness in supporting employee performance improvement by creating a conducive, motivating, and fair compensation work environment.

PT Sakae Riken Indonesia faces performance challenges in the Assembly Department, specifically with employees who struggle to adapt to the workload. Varying workloads slow down adaptation due to limited understanding of SOPs (Standard Operating Procedures), which has an impact on reducing productivity, achieving quality targets, and improving NG (Not Good) products. The following is a report on the quality monitoring of the Assembly Department's 2022 quality targets.

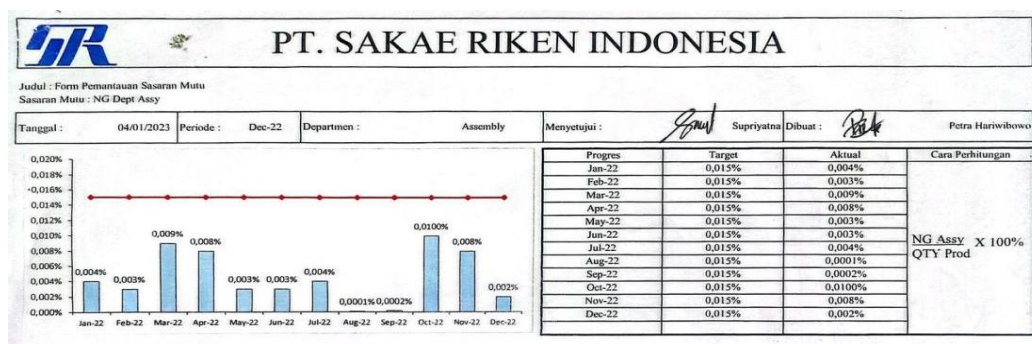


Figure 1. NG Dept Assy Quality Target Monitoring Form

Source: Documentation of the Assembly Department, PT Sakae Riken Indonesia 2022.

In 2022, the Assembly Department of PT Sakae Riken Indonesia set a target defect rate of 0.015%, but the actual realization shows that non-conforming (NG) products are still occurring. To address this, various improvements were made, including the installation of child part sensors and clamping jigs on each workbench to enhance quality control and reduce non-conforming (NG) products. The following is a report on the monitoring of the quality targets of the Assembly Department in 2023:

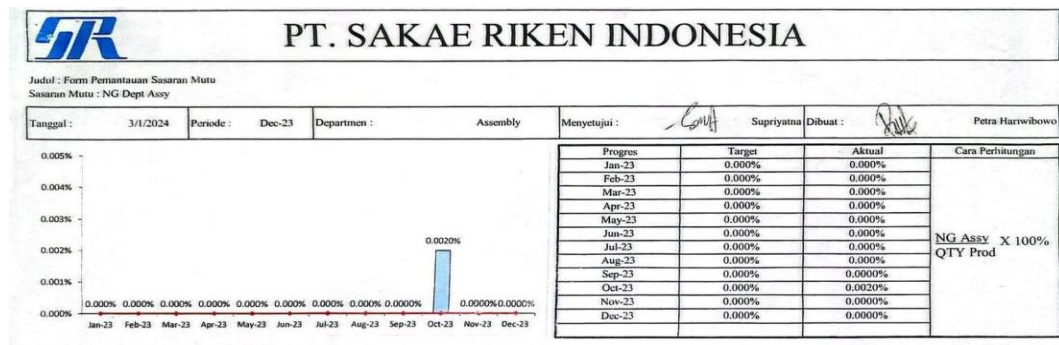


Figure 2. NG Dept Assy Quality Target Monitoring Form

Source: Assembly Department Documentation, PT Sakae Riken Indonesia, 2023

In 2023, the Assembly Department of PT Sakae Riken Indonesia has set a defect rate target of 0.000%. Although there was a decrease in NG products thanks to improvement efforts, the target has not been achieved because there were still NG products flowing to customers in October. Production quality analysis over the past two years reveals that the majority of NG's products originate from employees who have not yet completed three months of work, indicating challenges in adapting to and understanding Standard Operating Procedures (SOPs).

Workload is the cause of pressure caused by excessive work volume. This situation certainly requires the organization to pay attention to the way employees complete their work (Idayanti et al., 2020). The weight of the workload triggers the discomfort of workers, so it is necessary to calculate the workload for each worker (Mariansyah & Syarif, 2020; Polakitang et al., 2019; Santoso, 2019). Work has a vital role in the organizational structure, because it is a tangible manifestation of the organization's existence (Apriyanti et al., 2024). Previous research by Sugita et al. (2024), shows that workload has a positive and significant influence on employee performance, which indicates that as the workload increases, employee performance also increases. Meanwhile, a study by Munandar et al. (2019), confirms that workload does not always have an effect on worker performance. Positive influence occurs only if it is influenced by a supportive work environment. When the work environment is good, the workload actually helps increase productivity. So, in previous studies, workload did not decrease performance as long as environmental aspects were considered.

Each organization has unique characteristics that distinguish it from other organizations; these characteristics constitute the organizational identity known as organizational culture. Organizational culture is a unique combination of norms, values, beliefs, and behaviors that reflect how individuals or groups perform tasks. Organizational culture encompasses a set of values that need to be understood, lived, and applied by all members, both individually and in groups, who are part of the organization (Dunggio, 2020). This culture can affect employee behavior, how employees illustrate their work, how employees interact with colleagues, and how they view the future with knowledge derived from their norms, values, and beliefs (Sugita et al., 2024). The organizational culture at PT Sakae Riken Indonesia refers to the Japanese work culture. Japan's work culture is known for its emphasis on efficiency, punctuality, and high discipline. Employees are expected to work quickly, follow standard cycle times, and achieve production targets that vary for each model. In Japanese companies such as PT Sakae Riken Indonesia, the values of Kaizen (continuous improvement) and gemba (real workplace) are highly emphasized, where each employee plays a role in perfecting the production process.

While this can drive performance improvement in the long run, without adequate support such as intensive mentoring or cultural adaptation training, new hires may feel overwhelmed and struggle to achieve the expected standards. Previous research conducted by R. H. Saputra & Suwandana (2024) confirmed the existence of a significant positive influence that organizational culture exerts on employee performance, as evidenced in the study's findings, which highlight its role in improving motivation and overall effectiveness in the workplace. Meanwhile, research by Ignatius et al. (2023) did not find the existence of a significant influence given by organizational culture and employee performance in the Peci Abbas Group SMEs, this suggests that other factors, such as the organization's civic behavior, contribute more to influencing work results.

Law No. 13 (2003) on Manpower emphasizes the importance of employee protection, especially related to workload and a conducive work environment. Article 77 of this Law stipulates that companies are obliged to provide adequate training and adaptation for new employees so that they can carry out their duties properly. In addition, companies are required to provide the necessary support so that employees can work productively and efficiently.

Table 1. Research Gap: Previous Research

Past Research	Results	Researchers
Effect of workload on employee performance	Significant positive effect	I made Sugita et, al. 2024
	No Effect	Aris Munandar et, al. 2019
Influence of Organizational Culture on employee performance	Significant positive effect	Ryan Hadi Saputra & I Made Gusti S 2024
	No Effect	Igniatius Sony Kumiawan et, al 2023
Influence of workload & Organizational Culture on employee performance	Significant positive effect	Adeltje Tomahua & Hendy Tannady 2022

Source: Reviewed from various sources (2024)

The author is interested in studying the impact of workload and organizational culture on employee performance in the Assembly Department of PT Sakae Riken Indonesia, aiming to analyze and explain (1) the partial effect of workload on performance, (2) the partial effect of organizational culture on performance, and (3) the simultaneous influence of both workload and organizational culture on employee performance. This study contributes to existing literature by specifically examining the combined influence of workload and organizational culture on employee performance in the Assembly Department of PT Sakae Riken Indonesia, a context not deeply explored in prior studies. While previous research, Sugita et al. (2024), R. H. Saputra & Suwandana (2024), has analyzed these variables independently, this study uniquely validates their simultaneous impact through quantitative analysis, revealing a 65% combined explanatory power on performance. Additionally, it addresses a critical gap by focusing on adaptation challenges in a Japanese-style organizational culture (e.g., Kaizen principles), which prior studies Munandar et al. (2019) did not fully contextualize within automotive manufacturing. The use of saturated sampling (N=43) and SPSS-based regression analysis also strengthens methodological rigor compared to smaller or qualitative studies in

similar settings.

MATERIALS AND METHODS

This study follows the classification of quantitative research. Sugiyono (2018) in B. Saputra et al. (2024) emphasized that quantitative research methodology involves the analysis of statistical data, the use of research data collection tools, and research on certain populations or groups. These components aim to test or refute hypotheses that have been proposed. PT Sakae Riken Indonesia, which is located in the Surya Cipta Karawang Industrial Estate, Jl. Surya Kencana Kav. I-17 GH & I-M2EF, Karawang Regency, West Java, 41361, Indonesia, is the target of research precisely at the Assembly Department. This research employs verifiable methods and quantitative approaches, based on primary data, with a sample of 43 interns and contract employees from the Assembly Department. According to Sugiyono:2019 in B. Saputra et al. (2024), a sample of data taken from all members of the population is referred to as saturated sampling.

Primary and secondary data were used in this study. Primary data refers to information obtained directly from respondents through interviews and observations. The author chose the questionnaire technique as the primary data collection tool. This method is carried out by compiling a number of statements that aim to collect the opinions of respondents, then analyzing the answers given to find data that is in accordance with the research objectives. The questionnaire was distributed to respondents via Google Forms. IBM SPSS 26 is used as a tool for analytical measurements. Secondary data refers to information collected, processed, and presented by the company, in this case, the data was obtained from the Assembly Department's Defect Rate report within the previous two-year period.

Multiple linear regression is used as an analysis technique to identify correlations between independent and dependent variables and to help measure the simultaneous contribution of each variable. The technique includes a variety of statistical tests, including classical assumption tests consisting of normality, multicollinearity, heteroscedasticity, and autocorrelation tests, as well as F-tests and t-tests to measure the significance of relationships between variables

RESULTS AND DISCUSSION

Research Results

Analysis of Validity Test Data

Table 2. Validity Test Results

Indikator				nilai r	r tabel	ket	Indikator				nilai r	r tabel	ket	Indikator				nilai r	r tabel	ket
X1	X1.1	0,556	0,300	VALID	X2	X2.1	0,858	0,300	VALID	Y	Y1	0,725	0,300	VALID						
	X1.2	0,615	0,300	VALID		X2.2	0,865	0,300	VALID		Y2	0,589	0,300	VALID						
	X1.3	0,572	0,300	VALID		X2.3	0,800	0,300	VALID		Y3	0,831	0,300	VALID						
	X1.4	0,615	0,300	VALID		X2.4	0,797	0,300	VALID		Y4	0,560	0,300	VALID						
	X1.5	0,533	0,300	VALID		X2.5	0,813	0,300	VALID		Y5	0,639	0,300	VALID						
	X1.6	0,535	0,300	VALID		X2.6	0,812	0,300	VALID		Y6	0,628	0,300	VALID						
	X1.7	0,600	0,300	VALID		X2.7	0,858	0,300	VALID		Y7	0,566	0,300	VALID						
	X1.8	0,605	0,300	VALID		X2.8	0,820	0,300	VALID		Y8	0,537	0,300	VALID						
	X1.9	0,591	0,300	VALID		X2.9	0,787	0,300	VALID		Y9	0,756	0,300	VALID						
	X1.10	0,567	0,300	VALID		X2.10	0,861	0,300	VALID		Y10	0,781	0,300	VALID						
	X1.11	0,679	0,300	VALID		X2.11	0,773	0,300	VALID		Y11	0,843	0,300	VALID						
	X1.12	0,544	0,300	VALID		X2.12	0,523	0,300	VALID		Y12	0,501	0,300	VALID						
	X1.13	0,605	0,300	VALID		X2.13	0,512	0,300	VALID		Y13	0,833	0,300	VALID						
	X1.14	0,679	0,300	VALID		X2.14	0,828	0,300	VALID		Y14	0,744	0,300	VALID						
	X1.15	0,617	0,300	VALID		X2.15	0,692	0,300	VALID		Y15	0,792	0,300	VALID						

Sumber : Hasil pengolahan data, SPSS 2024.

The data proved the validity of the study because the three variables exceeded the R-squared of the table by 0.300.

Reliability Test

According to Cronbach's method, an instrument with an alpha coefficient that exceeds 0.6 means that the instrument is a reliable variable.

Table 3. Reliability Test Results

NO ITEM	Variabel	Nilai Alpha Cronbach's	R Kritis	Ket
1	Beban Kerja (X1)	0,864	0,6	RELIABEL
2	Budaya Organisasi (X2)	0,952	0,6	RELIABEL
3	Kinerja Karyawan (Y)	0,916	0,6	RELIABEL

Sumber : Hasil pengolahan data, SPSS 2024.

The reliability test produced an alpha Cronbach value on the variables of workload (X1), organizational culture (X2), and employee performance (Y) above 0.6. which means that all variables are proven to be "reliable".

Classic Assumption Test

Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		43
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	5.25337955
Most Extreme Differences	Absolute	.116
	Positive	.116
	Negative	-.097
Test Statistic		.116
Asymp. Sig. (2-tailed)		.166 ^c

Figure 4. Kolmogorov-Smirnov Normality Test Results

Source: Data processing results, SPSS 2024

The normality test uses the Kolmogorov-Smirnov Test on SPSS with a significance level (sig) of 0.05; if the probability value (sig) exceeds 0.05, it means that the data is distributed normally. In this test, a sig value of 0.166 (>0.05) was obtained; indicates the normalization of distribution.

Multicollinearity Test

Coefficients^a

		Collinearity Statistics	
Model		Tolerance	VIF
1	TotalX1	1.000	1.000
	TotalX2	1.000	1.000

a. Dependent Variable: TotalY

Figure 5. Multicollinearity Test Results

Source: Data processing results, SPSS 2024

The results of the tolerance index calculation, which is worth 1,000 (> 0.10) with a VIF calculation value of 1,000 (<10), indicate no symptoms of Multicollinearity.

Heteroscedasticity Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.225	5.255		.423	.674
	TotalX1	.031	.078	.062	.395	.695
	TotalX2	-.004	.062	-.009	-.059	.953

a. Dependent Variable: ABS_RES

Figure 6. Heteroscedasticity Test Results

Source: Data processing results, SPSS 2024

In the heteroscedasticity test, the Glejser Test is used on SPSS with a significance level (sig) of 0.05. If the significance value (sig) exceeds 0.05, it means that there are no symptoms of heteroscedasticity in the regression model. The figure above shows that the significance of X1 is 0.695 and X2 is 0.953, that is, there are no symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.231	7.449		2.716	.010
	TotalX1	.349	.111	.378	3.144	.003
	TotalX2	.383	.088	.523	4.353	.000

a. Dependent Variable: TotalY

Figure 7. Results of Multiple Linear Regression Analysis

Source: Data processing results, SPSS 2024

The regression equation to illustrate the relationship between independent variables (X1 and X2) and dependent variables (Y) is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

As a result of the calculation of the regression coefficient, the value of the constant shows that if X1 and X2 are zero, then the base value of the variable Y is 20.321.

The b1 coefficient is 0.349. Every time the X1 variable increases by 1 unit, the Y variable will also increase by 0.349; X2 is assumed to be constant.

The coefficient of b2 is 0; every time the variable X2 increases by 1 unit, the variable Y will also increase by a magnitude of 0.383; X1 is assumed to be constant.

By incorporating the values of constants and coefficients into the equation, the regression equation becomes:

$$Y = 20.321 + 0.349X_1 + 0.383X_2 + e$$

From the equation, it can be seen that the variables X1 (workload) and X2 (organizational culture) contribute positively to the variable Y (employee performance). The high values of X1 and X2 are accompanied by the high values of Y, assuming the other factors are constant.

Hypothesis Test

T-test (Partial test)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	20.231	7.449		.010
	TotalX1	.349	.111	.378	.003
	TotalX2	.383	.088	.523	.000

a. Dependent Variable: TotalY

Figure 8. Test Results t

Source: Data processing results, SPSS 2024

The output in Figure 9 can be described as follows:

Work Discipline Variable (X1) with a sig value. $0.003 < 0.05$ and $t \text{ count} > t \text{ table}$ ($3.144 > 2.016$), meaning that it partially has a very significant effect on the Employee Performance variable (Y).

Organizational Culture Variable (X2) with a value of sig. $0.000 < 0.05$ and $t \text{ count} > t \text{ table}$ ($4.353 > 2.016$), meaning that it partially has a significant effect on the Employee Performance variable (Y).

F Test (Simultaneous Test)

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	Sig.
1	Regression	847.954	2	423.977	.000 ^b
	Residual	1159.116	40	28.978	
	Total	2007.070	42		

Figure 9. F Test Results

Source: Data processing results, SPSS 2024

The output displays the significance level of F exceeding alpha (a), or $0.000 < 0.005$, and the value of F calculated is greater than $> F \text{ table}$ ($14.613 > 3.23$). This means that the variables of Workload (X1) and Organizational Culture (X2) simultaneously affect the Performance of Employees of the Assembly Department of PT Sakae Riken Indonesia very significantly.

Determination Coefficient Test (Adjusted R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.650 ^a	.422	.394	5.383

Figure 10. Determination Coefficient Test Results

Source: Data processing results, SPSS 2024

The output in the SPSS summary model displays an R2 value of 0.650 or 65% where the interpretation is that the Workload variable (X1) and the Organizational Culture variable (X2) simultaneously affect the employee performance variable (Y) by 65% while 35% is influenced

by other variables, such as compensation, motivation, work environment, and so on.

DISCUSSION

The partial research output confirmed that the Workload variable (X1) significantly affected the Employee Performance variable (Y) in the Assembly Department of PT Sakae Riken Indonesia, which was shown by the sig value. $0.003 < 0.05$. Meanwhile, the t-value of the table $> t (3.144 > 2.016)$ was obtained, so that it was empirically proven that the Workload variable (X1) had a positive and significant effect. This supports the findings of Made Sugita et al. (2024), who concluded that the fit between workload and employee capacity and capabilities affects performance improvement.

The partial research output confirmed that the Organizational Culture variable (X2) significantly affected the Employee Performance variable (Y) in the Assembly Department of PT Sakae Riken Indonesia, as evidenced by the value of sig. $0.000 < 0.05$. Meanwhile, a t-value was obtained from the t-value of the table $> t (4.353 > 2.016)$, so that it was empirically proven that the Organizational Culture variable (X2) had a positive and significant effect. In line with the findings of R. H. Saputra & Suwandana (2024), a strong organizational culture can influence employees to work more effectively, efficiently, and consistent with the values held by the company.

The partial research output confirmed that the variables of Workload and Organizational Culture had a very significant effect on Employee Performance, as evidenced by the significance value of $0.000 < 0.005$ and the value of F calculated $> F$ table ($14,613 > 3.23$) and the significance level of F exceeded alpha (α) ($0.000 < 0.005$). In line with the research of Adeltje Tomahua & Tannady (2022) which indicates that employee performance improvement is influenced by a well-managed workload and a strong organizational culture.

CONCLUSIONS

This study concluded that workload and organizational culture each have a significant positive effect on employee performance in PT Sakae Riken Indonesia's Assembly Department, both partially and simultaneously, as supported by statistical analysis (sig. < 0.05 , t-count $> t$ -table, and F-count $> F$ -table). Future research could explore additional factors like leadership style, motivation, or work-life balance, investigate mediating/moderating roles of job satisfaction or stress, conduct longitudinal studies for long-term effects, or replicate the study in different contexts to enhance generalizability.

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